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ABSTRACT

This study of the Virginia Community College System (VCCS) was conducted to provide a basis for the comprehensive restructuring of the VCCS system offices and for the reduction of staffing levels. Part I provides background on the study, and its limitations, assumptions, and procedures. Part II outlines the purpose of the VCCS system offices and delineates the responsibilities of the State Board for Community Colleges, the Chancellor of Community Colleges, and the system offices. Part III provides an overview of the functional analysis that was conducted of the system offices, offering information on the offices' current organization and staffing and including recommendations with respect to each of the offices and divisions within the VCCS. Proposals for restructuring the offices are presented in part IV, which includes a suggested organizational chart, position modifications, and reduced staffing levels. The bulk of the report consists of appendices, which include statutes and resolutions pertaining to the VCCS, information on transitions in the major central office from 1971 to 1983, the functional analysis of the system offices, and recommendations of the Governor's Task Force on Science and Technology related to the community colleges. (HB)

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A STUDY OF THE VIRGINIA COMMUNITY COLLEGE SYSTEM SYSTEM OFFICES

VIRGINIA COMMUNITY COLLEGE SYSTEM
Richmond, Virginia

SEPTEMBER 15, 1983

VC 840 103

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College Staff
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Telephone: (804) 264-3200

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P.O. Box 12084
Richmond, Virginia 23241
Telephone: (804) 786-6249

Parham Road Campus
P.O. Box 12084
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NORTHERN VIRGINIA COMMUNITY COLLEGE
Dr. Richard J. Ernst, President
College Staff
8333 Little River Turnpike
Annandale, Virginia 22003

Alexandria Campus
3001 N. Beauregard Street
Alexandria, Virginia 22311
Telephone: (703) 323-3000

Annandale Campus
8333 Little River Turnpike
Annandale, Virginia 22003
Telephone: (703) 323-3000

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1000 Harry Flood Byrd Highway
Sterling, Virginia 22170
Telephone: (703) 323-3000

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6901 Sudley Road
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Telephone: (703) 670-2191

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College Staff
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July 1983

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ES **EASTERN SHORE**
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Richmond
Parham Road Campus
Henrico County
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Goochland County

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TN **THOMAS NELSON**
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T **TIDEWATER**
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VW **VIRGINIA WESTERN**
Roanoke

W **WYTHEVILLE**
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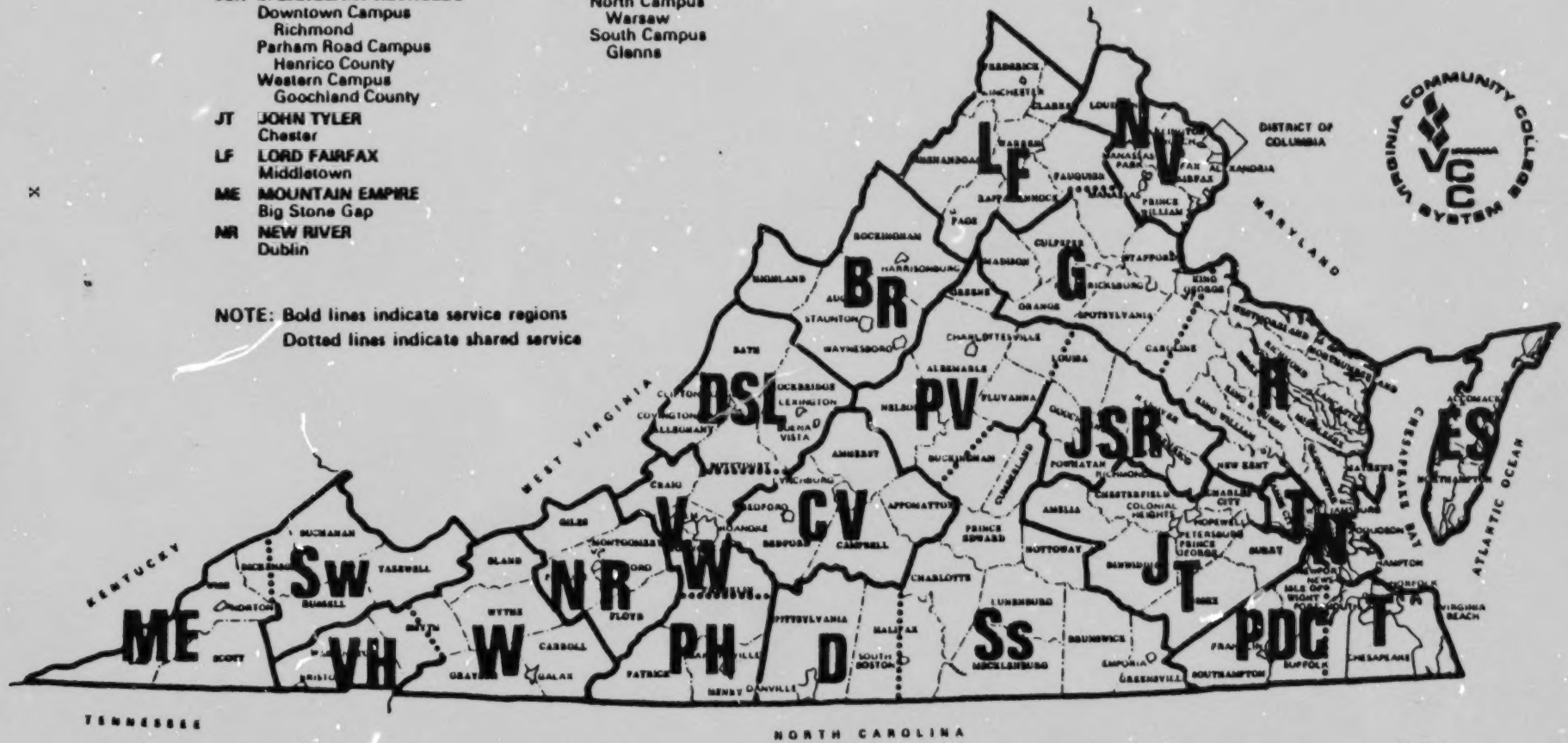
NOTE: Bold lines indicate service regions
Dotted lines indicate shared service



A STUDY OF THE
VIRGINIA COMMUNITY COLLEGE SYSTEM
SYSTEM OFFICES

I. INTRODUCTION

This study has been undertaken both to satisfy the requirements set forth in the Governor's 1984-86 Target Guidance Memorandum for the Virginia Community College System Offices dated June 18, 1983, and to provide a basis for a comprehensive restructuring of the System Offices.

On a number of occasions the Governor and the Secretary of Education have expressed concern that the VCCS System Offices were excessively large and that the organization of the Virginia Community College System was unnecessarily complex. The Governor's Guidance for 1984-86 had the objective: "Maximize direct funding of community college educational programs and minimize funding of central administrative functions."[1] This view was also clearly articulated by the Governor in his June 17, 1983 letter to Mrs. Waldo G. Miles, Chairman of the State Board for Community Colleges. The Secretary of Education in his June 20, 1983 Overview of 1984-86 Education Targets indicated his concern about "... The apparent duplication of certain functions in the Virginia Community College System's Central Office and in the community colleges."[2]

On January 24, 1983, the Secretary of Education requested a detailed functional analysis of the System Offices which was prepared and submitted to him in March, 1983. The report of that analysis was, however, rejected by the Secretary of Education and the Governor on the basis that it did not provide specific recommendations for restructuring the System Offices nor did it offer a reduction in the staffing levels.

The staffing level at the time of the March, 1983, report was 117 positions. The provisional targets specified 70 positions pending receipt of a satisfactory functional analysis and program proposal within 60 days. The 60-day deadline was subsequently extended to 90 days and the requirement was changed from a revised program proposal to a functional analysis, which makes this report due on September 16, 1983. The rationale for arriving at the provisional target included a consideration that the Industrial Training Division be held at its present staffing level.

On June 30, 1983, Dr. Johnas F. Hockaday was named Chancellor and Dr. Donald E. Puyear was named Deputy Chancellor by the State Board for Community Colleges, both appointments to be effective on July 1, 1983. One of the first major tasks undertaken by this new management team was to initiate this study, which would be timely even without an external mandate.

---

[1]Virginia, A Future Worthy of Her Past: The Governor's Guidance for 1984-86; November, 1982; page 52.

[2]Presentation of John T. Casteen, III, Secretary of Education; Overview of 1984-86 Education Targets.

Limitations. This study has been undertaken with the following known limitations.

- Time. The study must be completed by September 16, 1983.
- Results. The study must produce a specific proposal for restructuring the VCCS System Offices. The resulting program proposal must project no increase in annual expenditures beyond that which are budgeted for 1983-84, and there must be a projected decrease in the number of authorized positions for the System Offices in 1984-86 biennium.

Assumptions. The following assumptions underlie the analysis of alternatives and the final proposed restructuring of the VCCS System Offices.

- There will be no change in the present law establishing the Virginia Community College System and defining the role and duties of the State Board for Community Colleges, and the Chancellor of Community Colleges.
- No useful purpose would be served by reducing the VCCS System Offices staff in such a manner that its reduction would require a greater increase in the staff of the colleges or of other State agencies.
- The Industrial Training Division Staff in the System Offices is to be held constant. Even so, strategies to integrate the Industrial Training Division functions more effectively into the instructional programs of the VCCS may be appropriate.

Plan of Procedure. The procedure followed in conducting this study is outlined in Figure 1. The study may be considered in four phases.

The first, or descriptive, phase took from the date of initiation, July 6, 1983, until August 18, 1983. During this phase of study the current organization of the VCCS System Offices was examined, functions were defined, workload measures were determined, and the manner in which the major activities of each section were related to the activities of other agencies and the Community Colleges were described. Simultaneously, a formal statement of purpose for the VCCS System Offices was prepared in order to provide a basis for evaluating the various functions of the System Offices. This statement of purpose was approved by the State Board on August 18, 1983. These descriptive materials were published in draft form and distributed to the members of the State Board, the College Presidents, and the System Offices Directors. Additional copies were shared with the Division of Management Analysis and Systems Development (MASD), the State Council of Higher Education, and the Secretary of Education for such comments as they wished to provide.

The second, or analytical, phase continued through August 26, 1983. During this phase of the study each of the System Office Directors was interviewed in detail, the Executive Committee of the Advisory Council of Community College Presidents met with the Chancellor and Deputy Chancellor to provide its perceptions and recommendations, and comments were received from MASD, the Secretray of Education, and others. The criticality of each function was examined and alternatives were explored.

The third, or evaluative, phase was concluded on September 5, 1983. In this phase of the study, the Chancellor and Deputy Chancellor examined the materials previously developed and prepared a draft plan for restructuring the System Offices.

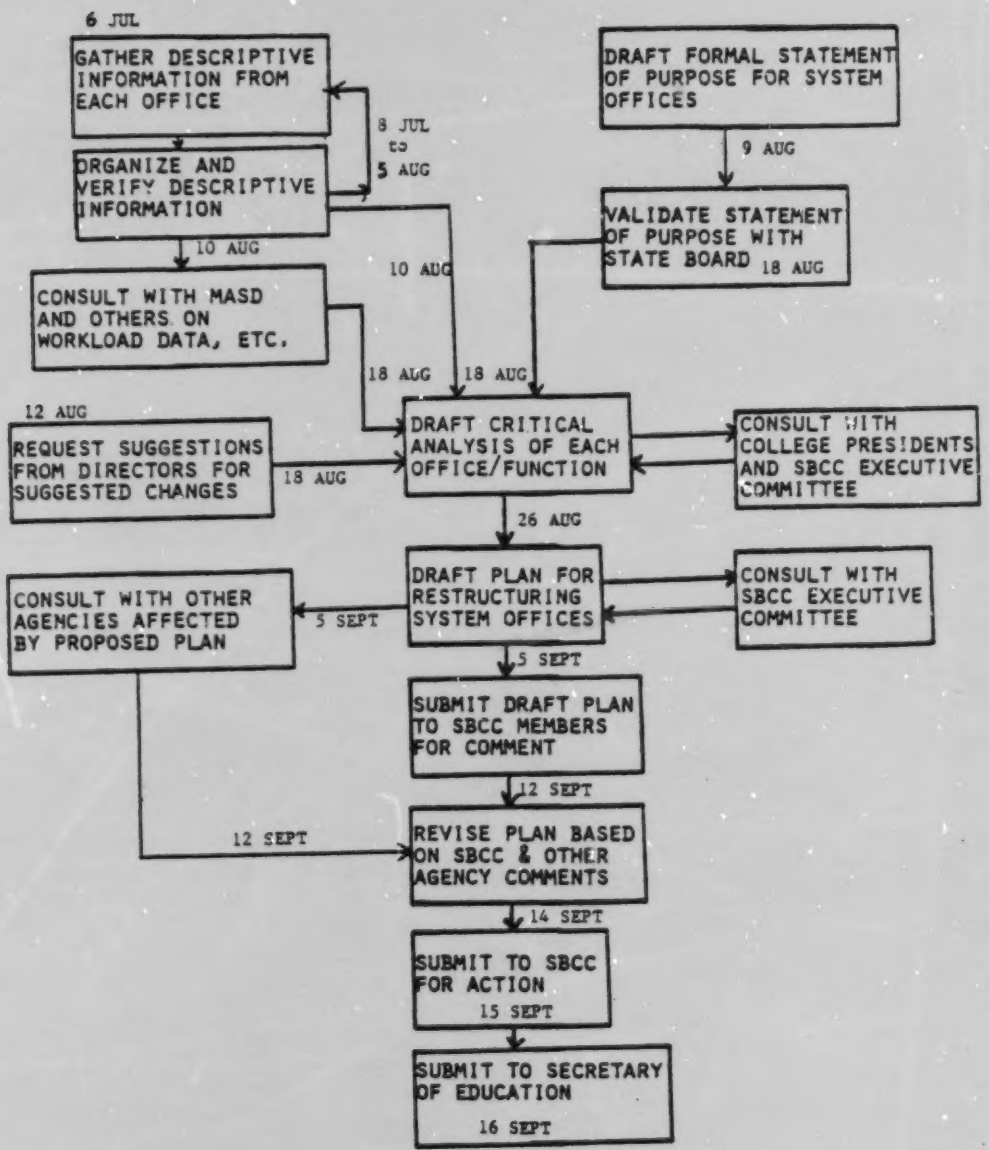
The final phase of the study consisted of validating the draft recommendations through consultation with other State agencies that might be affected by the recommended changes and with the Executive Committee of the State Board.

The draft recommendations were then put into final form and presented to the State Board for Community Colleges for approval at its meeting on September 15, 1983.

The approved final report was transmitted to the Secretary of Education on September 16, 1983.

FIGURE 1

VCCS SYSTEM OFFICES
FUNCTIONAL ANALYSIS
PLAN OF PROCEDURE


6 JUL
GATHER DESCRIPTIVE INFORMATION FROM EACH OFFICE
8 JUL to 5 AUG
ORGANIZE AND VERIFY DESCRIPTIVE INFORMATION
10 AUG
CONSULT WITH MASD AND OTHERS ON WORKLOAD DATA, ETC.
10 AUG
18 AUG
DRAFT FORMAL STATEMENT OF PURPOSE FOR SYSTEM OFFICES
9 AUG
VALIDATE STATEMENT OF PURPOSE WITH STATE BOARD 18 AUG
18 AUG
12 AUG
REQUEST SUGGESTIONS FROM DIRECTORS FOR SUGGESTED CHANGES
18 AUG
DRAFT CRITICAL ANALYSIS OF EACH OFFICE/FUNCTION
CONSULT WITH COLLEGE PRESIDENTS AND SBCC EXECUTIVE COMMITTEE
26 AUG
DRAFT PLAN FOR RESTRUCTURING SYSTEM OFFICES
CONSULT WITH SBCC EXECUTIVE COMMITTEE
5 SEPT
CONSULT WITH OTHER AGENCIES AFFECTED BY PROPOSED PLAN
5 SEPT
SUBMIT DRAFT PLAN TO SBCC MEMBERS FOR COMMENT
12 SEPT
12 SEPT
REVISE PLAN BASED ON SBCC & OTHER AGENCY COMMENTS
14 SEPT
SUBMIT TO SBCC FOR ACTION
15 SEPT
SUBMIT TO SECRETARY OF EDUCATION
16 SEPT

II. PURPOSE OF THE VCCS SYSTEM OFFICES

State Board and the Chancellor

The State Board for Community Colleges is responsible for the control and administration of a statewide system of publicly supported comprehensive community colleges known as the Virginia Community College System.[1] The Board has the authority to expend funds appropriated by law, to fix tuition fees and charges,[2] and to otherwise function as the governing board of an institution of higher learning.[3]

A Chancellor of Community Colleges, appointed by the State Board, is the chief executive officer of the System and serves as Secretary to the State Board with no additional compensation.[4]

The System Offices

The System Offices, located in Richmond, Virginia,[5] was established in order to provide a staff for the State Board and the Chancellor in the exercise of their functions, duties and powers conferred and imposed by law,[6] and to provide support for the colleges.

Functions

- Assist the State Board in the development of statewide plans and policies.
- Provide the State Board with necessary management and oversight to assure that State Board plans and policies are being effectively implemented.
- Provide leadership and coordination in the development of educational programs and services to students.
- Provide support to the State Board and the Chancellor in meeting requirements placed upon them for reports and information.
- Provide administrative services to colleges where such services can be more efficiently or effectively provided centrally than by the individual colleges.
- Coordinate System activities which support joint planning and projects required by state agencies, the educational units reporting to the Secretary of Education, and Virginia businesses and industries.

---

[1]Code of Virginia, Chapter 16, §23-215.
[2]Code of Virginia, Chapter 16, §23-218.
[3]Code of Virginia, Chapter 16, §23-218 and HJR 192 (1977).
[4]Code of Virginia, Chapter 16, §23-223.
[5]Code of Virginia, Chapter 16, §23-217 (f).
[6]Code of Virginia, Chapter 16, §23-224 (b).

NOTE: See Appendix A for copies of the pertinent sections of the Code of Virginia.

III. OVERVIEW OF THE FUNCTIONAL ANALYSIS OF THE VCCS SYSTEM OFFICES

Current Organization of the VCCS System Offices.

The current organization of the VCCS System Offices is depicted in the Transitional Organization Chart, Figure 2. This organization was approved by the State Board at its meeting of July 21, 1983, and is essentially similar to the System Offices organization in place prior to the appointment of the new Chancellor and Deputy Chancellor on June 30, 1983.

Historical Overview of System Offices Staffing.

The staffing levels for the functions currently assigned to the major functional offices of the System Offices, both present and over the period since July, 1971, are described in Table I. A discussion of the transitions in major central office functions from July 1971 to July 1983 is presented in Appendix B. Historical profiles of the staffing for specific functional areas are also presented within the detailed Functional Analysis Update presented in Appendix C.

The Functional Analysis.

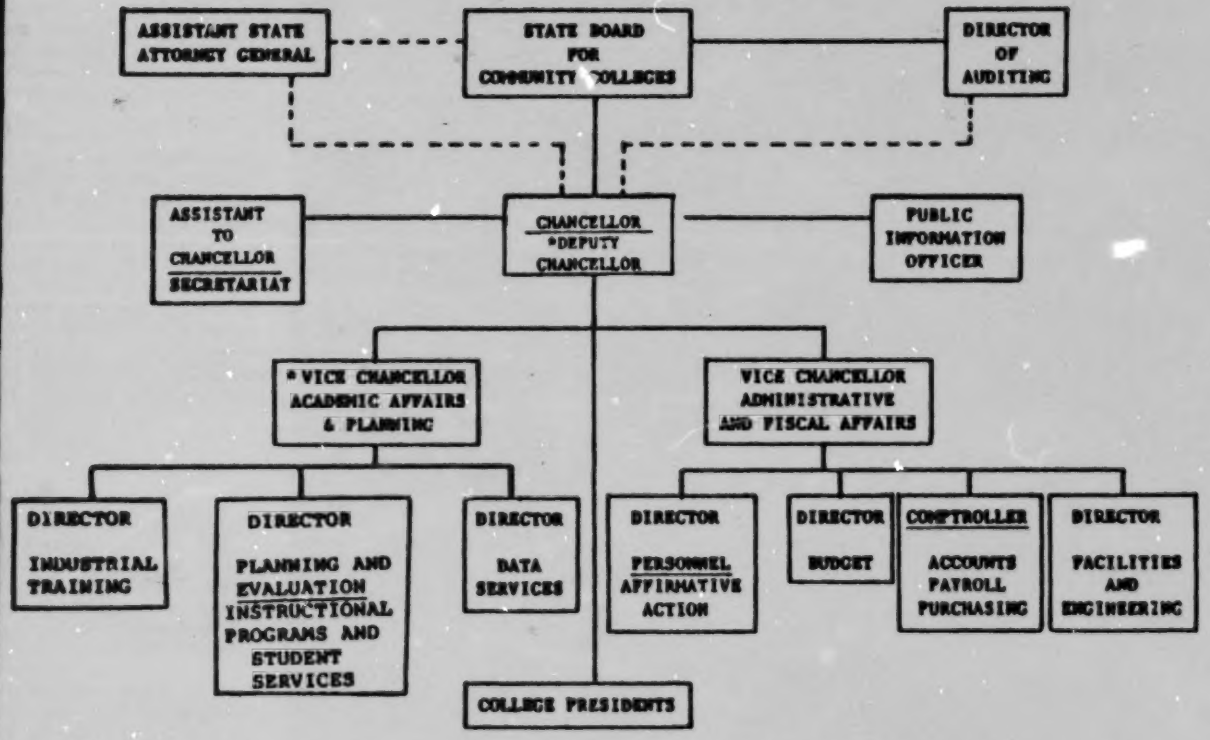
The products of the descriptive (Phase 1) and analytical (Phase 2) phases of the study make up the Functional Analysis of current operations of the VCCS System Offices and are presented as Appendix C of this report. In the Functional Analysis each functional area of the System Offices is examined. The analysis contains the following information for each major functional office:

1. A detailed organizational chart
2. A manpower distribution table
3. Historical overview of staffing
4. Functional Analysis Update table containing
   a. Description of each major activity
   b. Workload measures
   c. Description of the manner in which the functional activities relate to activities of other agencies and the colleges
5. Critical Analysis of the functional area
6. Discussion and recommendations

Additional supporting reference information or exhibits are also presented in some instances.

FIGURE 2

TRANSITIONAL ORGANIZATION CHART
VIRGINIA COMMUNITY COLLEGE SYSTEM
SYSTEM OFFICES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STATE BOARD FOR COMMUNITY COLLEGES
DIRECTOR OF AUDITING
ASSISTANT TO CHANCELLOR SECRETARIAT
CHANCELLOR *DEPUTY CHANCELLOR
PUBLIC INFORMATION OFFICER
*VICE CHANCELLOR ACADEMIC AFFAIRS & PLANNING
VICE CHANCELLOR ADMINISTRATIVE AND FISCAL AFFAIRS
DIRECTOR INDUSTRIAL TRAINING
DIRECTOR PLANNING AND EVALUATION INSTRUCTIONAL PROGRAMS AND STUDENT SERVICES
DIRECTOR DATA SERVICES
DIRECTOR PERSONNEL AFFIRMATIVE ACTION
DIRECTOR BUDGET
COMPTROLLER ACCOUNTS PAYROLL PURCHASING
DIRECTOR FACILITIES AND ENGINEERING
COLLEGE PRESIDENTS

*The Deputy Chancellor will assist the Chancellor in the day to day operations of the VCCS and serve as Vice Chancellor of Academic Affairs and Planning during the transition period.

August 1, 1983

TABLE 1

VCCS CENTRAL OFFICES
STAFFING PATTERNS
July 1971 - July 1983

Division/Office	TOTAL POSITIONS IN DIVISION/OFFICE							
	July 1971	July 1974	July 1978	July 1980[b]	July 1981[b]	July 1982[c]	Nov. 1982[d]	July 1983
Chancellor's Office	5	7	12	2	2	2	2	2
Administrative Assistant's Office	3	2	-	-	-	-	-	-
Assistant to the Chancellor[a]	-	-	-	14	14	13	9	9
Vice-Chancellor's Office	4	4	-	-	-	-	-	-
Director of Administration & Finance	4	4	-	-	-	-	-	-
Deputy Chancellor Business Affairs	-	-	3	-	-	-	-	-
Deputy Chancellor Administrative Affairs	-	-	3	-	-	-	-	-
Vice Chancellor Administrative & Fiscal Affairs	-	-	-	2	2	2	2	2
Information Office	3	3	-	3	3	3	1	1
Comptroller's Office	-	-	-	1	2	2	2	2
Accounting Office	15	16	19	14	11	11	10	10
Audit Office	8	9	12	15	15	14	12	12
Budget Office	2	2	6[e]	7	7	5	5	5
Payroll Office	9	10	10	8	8	6	4	4.5
Personnel Office	10	9	9	13	13	11	9	8.5
Purchasing Office	11	12	11	9	8	8	6	6
Facilities Planning and Engineering Office	5	5	5	8	9	9	8	8
Director for Curriculum & Instruction	6	-	-	-	-	-	-	-
Director for Student Services Offices	2	-	-	-	-	-	-	-
Deputy Chancellor Academic & Student Affairs	-	-	3	-	-	-	-	-
Vice-Chancellor Academic Affairs & Planning	-	-	-	2	2	2	2	2
Curriculum Development Center	7	-	-	-	-	-	-	-
Student Services Offices	6	-	-	-	-	-	-	-
Instructional Programs/Student Services Office	-	14	8	7	7	5	4	4
Deputy Chancellor Industrial Training	See Industrial Training (Below) for Staffing Levels							
Industrial Training Office	9	7	9	9	9	9	9	9
Director for Research and Planning	3	See Planning, Evaluation and Research						
Planning, Evaluation and Research Office	3	4	7	9	9	8	7	7
Data Services Office	12	29	43 (13.5)[f]	26 (13.5)[f]	26 (13.5)[f]	26 (13.5)[f]	25 (13.5)[f]	25
Executive Support Center	-	-	8[g]	See Secretariat				
Duplicating and Publications Office	10	3	2	Publications dropped; Duplicating Included with Asst. to the Chancellor				
Federal Programs Office	3	5	4	-	-	-	-	-
Audio Visual Laboratory	3	3	-	-	-	-	-	-
Reference Center and Archives	2	2	-	-	-	-	-	-
Total Positions	145	150	174	149	147	136	117	117
Total with VCU Positions Added	-	-	(187.5)	(162.5)	(160.5)	(149.5)	(130.5)	-
Total Appropriated Positions	-	-	193	151	145	135	135	131

(a) Assistant to the Chancellor includes Secretariat, Executive Support Center, Duplicating, and Mailroom.
(b) July 1980 reflects reductions for the first year of the reorganization approved by the SBCC in 1979; July 1981 the second year.
(c) Reflects new budget targets for 1982-84 Biennium.
(d) Reflects the 5% reversion mandated by the Governor.
(e) Includes 3 performance evaluation positions.
(f) Number in parentheses (13.5) for 1978 - Nov. 1982 represents positions in the VCU Consolidated Computing Center that were funded by the VCCS Central Offices.
(g) Includes Mailroom.

8/1/83

Summary of the Functional Analysis Recommendations.

The following is a brief summary of the recommendations made with respect to each of the offices and divisions within the VCCS System Offices. In arriving at these recommendations, consideration was given to (1) the statutory requirements under which the State Board for Community Colleges and the Chancellor must operate and (2) the need for the 23-college system to be efficiently and effectively administered as a single institution of higher education. A more complete statement of the recommendations, and the discussion that preceeded them, may be found in Appendix C.

Internal Auditing.
- Continue all present functions at current manning level.
- Give greater emphasis to performance/management concerns.

Chancellor and Deputy Chancellor
- Continue all present functions at current manning level.
- Improve work flow efficiency in the Office of the Chancellor.

Assistant to the Chancellor
- Continue all present functions at current manning level.
- Add duties of Information Officer with no additional positions.

Executive Support Center (Word Processing).
- Replace current equipment with state-of-the-art word processors.
- Reduce staffing by one position.

General Clerical Support.
- No change in clerical support except as noted in individual sections.

Duplicating and Mailroom.
- Do away with offset press; use high-speed copier.
- Have mail delivered to building; discontinue P. O. Box.
- Reduce staffing by one position.

Information Officer.
- Assign functions to the Assistant to the Chancellor.
- Reduce staffing by one position.

Vice Chancellor for Academic Affairs and Planning
- Redefine duties.
- Change title to Vice Chancellor of Instructional and Student Services.
- Maintain T & R Administrative position status.

Industrial Training.
- Request that both staff and program budgets be appropriated to the VCCS as a separate line item.
- Maintain present staffing level.
- Consider relocating Industrial Training Coordinators to colleges.
- Director of Industrial Training should report directly to the Chancellor.

Instructional Programs and Student Services.
- Staff should report directly to the Vice Chancellor of Instructional and Student Services.
- Redefine duties of professional staff members.
- Add one paraprofessional position to handle routine matters.
- Upgrade clerical support position.

Planning and Evaluation.
- Maintain all functions at present manning level.
- Relieve Director of other responsibilities.

Data Services.
- Contract all Data Services functions to an outside contractor.
- Reduce staffing by 23 positions.
- Retain two positions for coordination with contractor.

Vice Chancellor for Administrative and Fiscal Affairs.
- Retain the position as a T & R Administrative position.
- Redefine scope of the position.
- Change Title to Vice Chancellor of Administrative Services.

Budget
- Maintain all functions at present manning level.

Facilities and Engineering.
- Maintain all functions at present manning level.
- Delegate responsibilities to colleges which have Professional Engineering staff capabilities.
- Continue to develop building maintenance standards.

Comptroller.
- Maintain all functions at present manning level.

Accounting.
- Maintain all functions at present manning level.
- Cross-train personnel in payroll functions.

Payroll.
- Consider alternatives that may eventually eliminate System Office involvement in college payrolls.
- Reduce staff by one position.
- Accounting personnel to be cross-trained in payroll functions.

Purchasing.
- Have three largest colleges deal directly with DPS.
- Reduce staff by one position.
- Begin phased transition to having all colleges deal directly with DPS.

Personnel.
- Maintain all functions at present manning level.
- Change title to Director of Personnel and Affirmative Action.
- Have Director report to the Deputy Chancellor.

IV. PROPOSED RESTRUCTURING OF THE VCCS SYSTEM OFFICES

As a result of the functional analysis, several modifications and clarifications of the organizational structure of the VCCS System Offices are recommended.

Proposed Organizational Chart.

The Proposed organization of the VCCS System Offices is depicted in the Proposed Organizational Chart, Figure 3, page 13. In this organizational chart the following relationships are established:

(1) The relationship between the presidents and the Chancellor and the System Offices.

(2) The Deputy Chancellor will direct the System Offices.

(3) The Vice Chancellor of Instructional and Student Services as the Chief Academic Officer of the System Offices.

(4) The Vice Chancellor of Administrative Services as the Chief Fiscal Officer of the System Offices.

(5) The Data Services Contract Administrator, the Director of Planning and Evaluation, and the Director of Personnel and Affirmative Action as staff positions reporting directly to the Deputy Chancellor.

Proposed Modification of Positions.

The changes in the functions of the key administrative officers of the VCCS System Offices are briefly outlined below:

- o Chancellor. Chief Executive Officer; Secretary to the State Board. No major change in duties from previous organization except that the Director of Industrial Training will report directly to the Chancellor.

- o Director of Auditing. Director of the Internal Audit Division reporting to the State Board for Community Colleges. No change in duties from previous organization.

- o Assistant to the Chancellor. Provides a variety of administrative support services to the Chancellor and the State Board. To assume functions of the Information Officer in addition to duties from previous organization.

- o Director of Industrial Training. Responsible for the Industrial Training program. Duties essentially unchanged from previous organization. To report directly to the Chancellor to enhance coordination with the college presidents.

- o Deputy Chancellor. Direct the VCCS System Offices; act for the Chancellor in his absence. Previous duties were not precisely defined since the position was only recently established by the State Board.

- o Vice Chancellor of Instructional and Student Services. Chief Academic Officer of the VCCS System Offices. Duties are similar to those of the previous Vice Chancellor for Academic Affairs and Planning except that they are more sharply focused on instructional leadership. The previous responsibility for Data Services and the Planning and Evaluation Division has been removed.

- o Vice Chancellor of Administrative Services. Chief Fiscal Officer of the VCCS System Offices. Duties are similar to those of the previous Vice Chancellor for Administrative and Fiscal Affairs except that they are more sharply focused on fiscal affairs and facilities. The previous responsibility for the Personnel Division has been removed.

    - o Director of Facilities and Engineering. Responsible for the Facilities and Engineering division. Duties essentially unchanged from previous organization.

    - o Comptroller. Chief Financial Officer for the VCCS. Duties essentially unchanged from previous organization.

    - o Director of the Budget. Chief Budget Officer for the VCCS. Duties essentially unchanged from previous organization.

- o Data Services Contract Administrator. When the proposed contract for the management of Data Services has been executed this position will provide liaison between the Deputy Chancellor and the contractor. In the meantime, the position will remain the Director of Data Services and the duties will remain essentially unchanged from the previous organization except that the reporting relationship will be directly to the Deputy Chancellor.

- o Director of Planning and Evaluation. Responsible for the Planning and Evaluation Division. The duties are substantially similar to the former position except that the responsibility for the Instructional Programs and Student Services Division will be removed and the reporting relationship will be directly to the Deputy Chancellor.

- o Director of Personnel and Affirmative Action. Responsible for the Personnel and Affirmative Action Division. The duties are essentially the same as the former Director of Personnel except that the reporting relationship will be directly to the Deputy Chancellor.

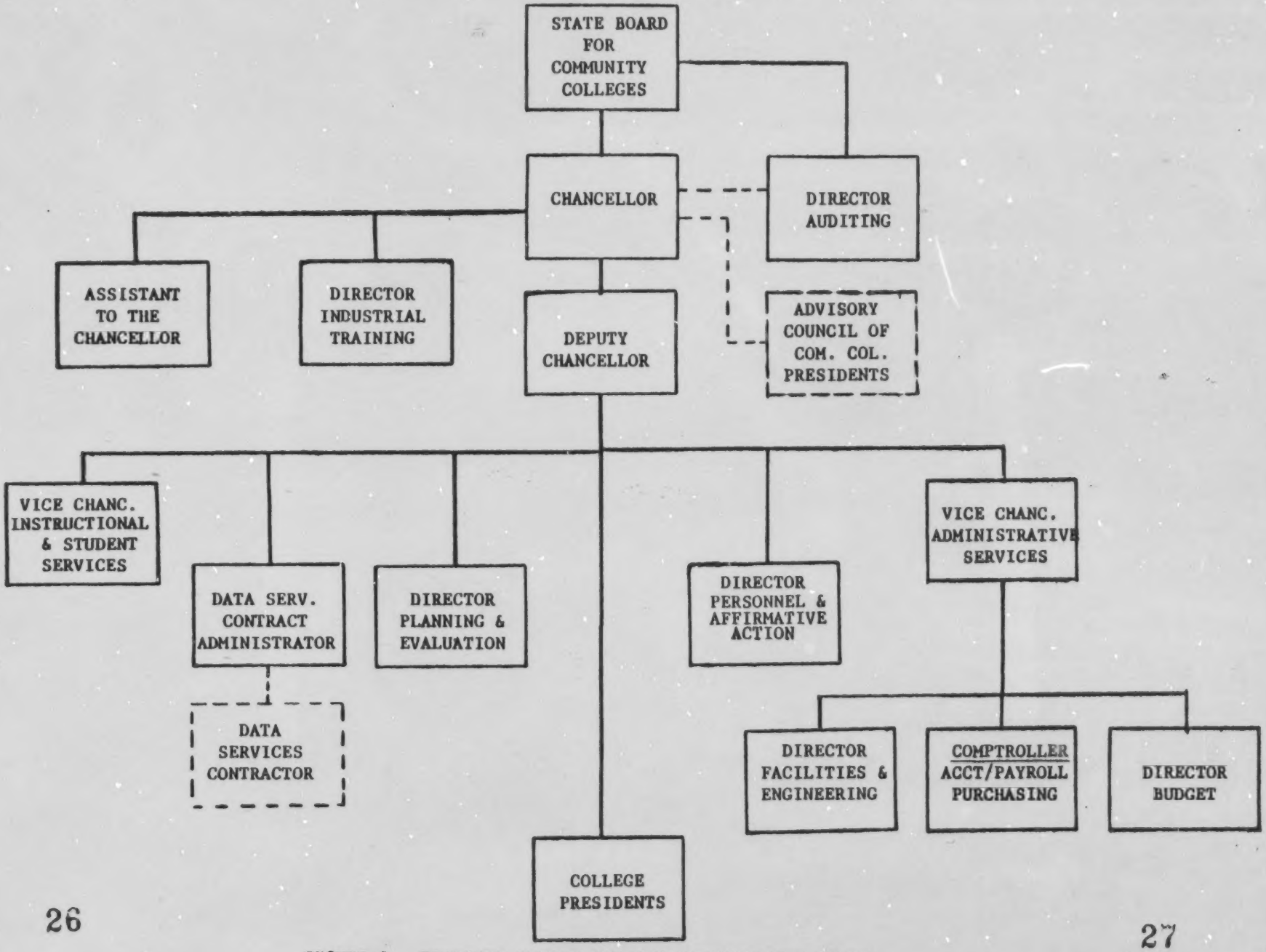


FIGURE 3. PROPOSED SYSTEM OFFICES ORGANIZATION CHART

Proposed Manpower Levels.

The manpower levels in the present and the proposed organization of the System Offices are shown in Table II, below.

TABLE II

PRESENT AND PROPOSED MANPOWER LEVELS
for the
VCCS SYSTEM OFFICES

Office or Division	Current Positions	Proposed Positions	Difference
Chancellor/Deputy Chancellor	4	4	--
Internal Auditing	12	12	--
Assistant to the Chancellor	3	3	--
Executive Support Center	4	3	- 1
Duplicating and Mailroom	2	1	- 1
Public Information	1	0	- 1
Industrial Training	9	9	--
Vice Chanc Instr & Student Svc.	0	1	+ 1
Instr. Prog. & Student Svc.	4	5	+ 1
Vice Chanc Administrative Svc.	2	2	--
Facilities and Engineering	8	8	--
Comptroller	2	2	--
Accounting	10	10	--
Payroll	4.5	3.5	- 1
Purchasing	6	5	- 1
Budget	5	5	--
Data Services	25	2	-23
Planning and Evaluation	7	7	--
Personnel and Affirm. Action	8.5	8.5	--
Totals	117.0	91.0	-26

APPENDIX A

SECTION 1, VCCS POLICY MANUAL
Code of Virginia

CHAPTER 16

STATE BOARD FOR COMMUNITY COLLEGES AND
COMMUNITY COLLEGE SYSTEM

§ 23-214. DEFINITIONS.--As used in this chapter:
(a) *"Comprehensive community college"* means an institution of higher education which offers instruction in one or more of the following fields:
(1) Freshman and sophomore courses in arts and sciences acceptable for transfer in baccalaureate degree programs,
(2) Diversified technical curricula including programs leading to the associate degree,
(3) Vocational and technical education leading directly to employment,
(4) Courses in general and continuing education for adults in the above fields.
(b) *"State Board"* or *"Board"* means the State Board for Community Colleges.
(c) *"Local community college board"* means the board established to act in an advisory capacity to the State Board and to perform such duties with respect to the operation of a single comprehensive community college as may be delegated to it by the State Board.
(d) *"Vocational and technical education"* means vocational or technical training, or retraining, which is given in school classes (including field or laboratory work incidental thereto), under public supervision and control, exclusive of those vocational and technical programs provided and administered by, or through, the public school system and is conducted as part of a program designed to fit individuals for gainful employment as semiskilled or skilled, workers or technicians in recognized occupations.
(e) *"Area vocational and technical school"* means a vocational or technical school used exclusively, or principally, for providing vocational and technical education to persons who have completed, or left, high school, or are recommended for transfer by the school last attended, and who are available for full-time study in preparation for entering the labor market, or for part-time study after entering the labor market.
(f) *"System"* means the Virginia Community College System. (1966, c. 679; 1977, c. 413.)

§ 23-214.1 MEANING OF STATUTORY REFERENCES TO DEPARTMENT OF COMMUNITY COLLEGES.--Wherever the words "Department of Community Colleges" are used in any law of this State, they shall mean the State Board for Community Colleges. (1977, c. 413.)

§ 23-215. BOARD A CORPORATION; RESPONSIBILITY OF BOARD.—The State Board for Community Colleges heretofore established by law is continued. The Board shall be a corporation under the style of "the State Board for Community Colleges." The State Board shall be responsible, through the exercise of the powers and performance of the duties set forth in this chapter, for the establishment, control, and administration of a state-wide system of publicly supported comprehensive community colleges which shall be known as the Virginia Community College System. (1966, c. 679; 1977, c. 413.)

§ 23-216. NUMBER, TERMS AND ELIGIBILITY OF MEMBERS OF BOARD.—(a) The State Board shall consist of fifteen members appointed by the Governor subject to confirmation by the General Assembly if in session, and if not, at its next succeeding session. The first appointments shall be four members for one year, four members for two years, four members for three years and three members for four years, and thereafter all such appointments shall be made for terms of four years each, except that appointments to fill vacancies shall be for the unexpired terms. No person having served on the State Board for two successive four-year terms shall be eligible for reappointment to the State Board for two years thereafter.

(b) The State Board shall be composed of persons selected from the State at large. No officer, employee, or member of the governing board of any public institution of higher education, or of any school subject to the control of the State Board, or any member of the General Assembly, or any member of the State Board of Education, shall be eligible for appointment to the Board. All members of the Board shall be deemed members at large charged with the responsibility of serving the best interests of the whole State. No member shall act as the representative of any particular region or of any particular institution of higher education. (1966, c. 679; 1972, c. 136.)

§ 23-217. CHAIRMAN AND VICE-CHAIRMAN OF BOARD: COMPENSATION AND OATH OF MEMBERS; MEETINGS; QUORUM; RULES AND REGULATIONS.—(a) The Board shall select a chairman from its membership, and under rules adopted by itself may elect one of its members as vice-chairman.

(b) (Repealed)*

(c) Before entering upon the discharge of his duties, each member of the Board shall take an oath that he will faithfully and honestly execute the duties of his office during his continuance therein.

(d) The Board shall meet at least four times annually, and on call of the chairman when in his opinion additional meetings are expedient or necessary.

(e) Seven members of the Board shall constitute a quorum for all purposes.

(f) The main office of the Board shall be in the city of Richmond, Virginia.

*The 1980 amendment deleted subsection (b), which provided for expenses and per diem of members of the Board. For compensation of Commissions, Boards, etc. § 2.1-51.6:1 through 2.1 - 51.6:3.

(g) The Board is empowered to promulgate necessary rules and regulations for carrying out the purposes of this chapter. (1966, c. 679.)

§ 23-218. PLAN FOR COMPREHENSIVE COMMUNITY COLLEGES; APPROPRIATIONS; TUITION FEES AND CHARGES; GRANTS OR CONTRIBUTIONS.—(a) The Board is authorized and directed to prepare and administer a plan providing standards and policies for the establishment, development and administration of comprehensive community colleges under its authority. It shall determine the need for comprehensive community colleges, develop a state-wide plan for their location and a time schedule for their establishment. In the development of such plan, a principal objective shall be to provide and maintain a system of comprehensive community colleges through which appropriate educational opportunities and programs to accomplish the purposes set forth in subsection (a) of § 23-214 shall be made available throughout the State. In providing these offerings, the Board shall recognize the need for excellence in all curricula and shall endeavor to establish and maintain standards appropriate to the various purposes the respective programs are designed to serve.

(b) The Board shall have the authority to control and expend funds appropriated by law, and to fix tuition fees and charges. The Board may exercise the powers conferred by chapter 3 (§ 23-14 et seq.) of this title as any other educational institution as defined in § 23-14.

(c) The Board shall be authorized, with the approval of the Governor, to accept from any government or governmental department or agency or any public or private body or from any other source, grants or contributions of money or property which the Board may use for or in aid of any of its purposes. (1966, c. 679.)

§ 23-219. DIPLOMAS, CERTIFICATES AND ASSOCIATE DEGREES.—The Board shall have the right to confer diplomas, certificates and associate degrees. (1966, c. 679.)

§ 23-220. LOCAL COMMUNITY COLLEGE BOARDS.—The State Board shall establish policies providing for the creation of a local community college board for each institution established under this chapter and the procedures and regulations under which such local boards shall operate. A local community college board as defined in § 23-214 shall be established for each college. These boards shall assist in ascertaining educational needs, enlisting community involvement and support, and shall perform such other duties as may be prescribed by the State Board. (1966, c. 679.)

§ 23-221. ADHERENCE TO POLICIES OF STATE COUNCIL OF HIGHER EDUCATION; EXTENSION PROGRAMS.—The State Board shall adhere to the policies of the State Council of Higher Education for the coordination of higher education as required by law.

In any area served by a comprehensive community college, no institution of higher learning which conducts extension programs shall, after July

one, nineteen hundred sixty-six, offer courses of study similar to those offered by a comprehensive community college, except as authorized by the State Council of Higher Education. Whenever practicable, the State Board shall provide facilities to such institutions of higher learning for conducting extension programs not in conflict with the provisions of this chapter. (1966, c. 679.)

§ 23-221.1. ADVISORY COMMITTEE ON COMMUNITY COLLEGES. (Repealed)*

§ 23-222. TRANSFER OF FACILITIES, ASSETS AND PROGRAMS.--(a) Effective July one, nineteen hundred sixty-seven, all physical facilities, assets and programs of instruction in the fields specified in § 23-214 (a) of the following institutions shall be transferred to and placed under the control and administration of the State Board for Community Colleges.

Eastern Shore Branch of the School of General Studies of the University of Virginia,

Lynchburg Branch of the School of General Studies of the University of Virginia,

Patrick Henry College of the University of Virginia,

Clifton Forge-Covington Branch of the Virginia Polytechnic Institute,

Roanoke Technical Institute of the Virginia Polytechnic Institute,

Roanoke Center of the School of General Studies of the University of Virginia, and

Wytheville Branch of the Virginia Polytechnic Institute.

Provided, however, that no such transfer shall take place with respect to any individual institution specified in the next preceding paragraph until (1) the Advisory Committee on Community Colleges certifies to the State Board and the Governor that such individual institution has demonstrated the requirements necessary for accreditation by the Southern Association of Colleges and Schools and (2) the Governor signifies in writing his approval of such transfer. If such certification by the Advisory Committee is not made with respect to any individual institution prior to July one, nineteen hundred sixty-seven, then certification shall only be made between July one and August one of any succeeding year, and such transfer shall take place, if the Governor signifies in writing his approval of such transfer, on July one next following the date on which such certification is made.

*Repealed by Acts 1980, c.728, effective July 1, 1980.

The college or university of which any individual institution is a part shall cooperate in obtaining certification for such institution. As soon as practicable, the State Board shall request individual accreditation of the institutions specified in this section by the Southern Association of Colleges and Schools.

Notwithstanding any provision of this paragraph (a) or any other provision of this chapter, it is further provided that by agreement between the State Board and the governing body of the college or university of which any such individual institution is a part, and with the approval of the Governor, such transfer may take place prior to July one, nineteen hundred sixty-seven, or any date subsequent thereto.

(b) Effective July one, nineteen hundred sixty-six, the physical facilities, assets and programs of existing technical colleges and all assets of the existing State Board and Department of Technical Education shall be transferred to and placed under the control and administration of the State Board for Community Colleges.

(c) Effective July one, nineteen hundred sixty-six, all educational programs for post-high school age youth and adults in existing area vocational and technical schools under the State Board of Education shall be transferred to and placed under the control and government of the State Board for Community Colleges.

(d) All the real estate and personal property now existing and heretofore (before July one, nineteen hundred sixty-six) standing in the name of institutions or boards included in subsections (a) and (b) of this section shall, on the dates set forth in such subsections, be transferred to and taken as standing in the name of the State Board for Community Colleges.

(e) In effecting the transfers specified in this section, the State Board for Community Colleges shall respect any existing financial investment of local communities in these institutions by establishing policies which will insure an equitable method of financing future developments. (1966, c. 679; 1968, c. 108.)

§ 23-223. CHANCELLOR OF COMMUNITY COLLEGES GENERALLY.--(a) A Chancellor of Community Colleges, hereinafter sometimes called the Chancellor, shall be appointed by the State Board for Community Colleges. Any vacancy shall be filled by the Board. The Chancellor shall be the chief executive officer of the System. The Chancellor shall, without additional compensation, serve as secretary to the State Board for Community Colleges.

(b) The salary of the Chancellor shall be fixed by the Board.

(c) Before entering upon the discharge of the duties of his office, the Chancellor shall qualify by taking and subscribing the oath required of all officers of the State. (1966, c. 679; 1970, c. 728; 1977, c. 413.)

§ 23-224. DUTIES OF CHANCELLOR GENERALLY.--(a) It shall be the duty of the Chancellor of Community Colleges to formulate such rules and regulations, and provide for such assistance in his office as shall be necessary for the proper performance of the duties prescribed by the provisions of this chapter.

(b) The State Board shall prescribe the duties of the Chancellor, in addition to those duties otherwise prescribed for him by law, and, in its discretion, approve the appointment by the Chancellor of such agents and employees as may be needed by the Chancellor in the exercise of the functions, duties and powers conferred and imposed by law and in order to effect a proper organization to carry out his duties. (1966, c. 679; 1970, c. 728; 1977, c. 413.)

§ 23-225. AGENTS AND EMPLOYEES GENERALLY.--The functions, duties, powers and titles of the agents and employees provided for in § 23-224, their salaries and remunerations, not in excess provided therefor by law, shall be fixed by the Chancellor with the approval of the State Board and subject to the provisions of chapter 10 (§ 2.1-110 et seq.) of Title 2.1. (1966, c. 679; 1970, c. 728.)

§ 23-226. BONDS OF AGENTS AND SYSTEM EMPLOYEES.--Proper bonds shall be required of all agents and employees who shall handle any funds which may come into custody of the System. The premiums on the bonds shall be paid from funds appropriated by the State for the administration of the provisions of this chapter. (1966, c. 679; 1977, c. 413.)

§ 23-227. ANNUAL REPORT.--The Chancellor shall submit to the Governor and publish an annual report, not later than four months after the close of each fiscal year, showing for each year the total amount of money paid or distributed by the System, the total number of persons receiving instruction during such period, and such other information as the Chancellor may deem advisable to show the operations of the System. (1966, c. 679; 1970, c. 728; 1977, c. 413.)

§ 23-228. FORMS.--The Chancellor shall prescribe the forms of applications, reports, affidavits and such other forms as shall be required in the administration of the chapter. (1966, c. 679; 1970, c. 728.)

§ 23-229. COOPERATION WITH FEDERAL AGENCIES; FEDERAL GRANTS-IN-AID GENERALLY.--(a) Subject to the direction of the Board, the Chancellor shall cooperate with agencies of the United States in relation to matters set forth in this chapter, and in any reasonable manner that may be necessary for the State to qualify for and to receive grants or aid from such federal agencies.

(b) Nothing in this chapter shall preclude any other agency, board or officer of the State from being designated as the directing or allocating agency, board or officer for the distribution of federal grants-in-aid or the performance of other duties to the extent necessary to qualify for and to receive grants-in-aid for programs and institutions under the administration of the State Board for Community Colleges. (1966, c. 679; 1970, c. 728.)

§ 23-230. CHANCELLOR AUTHORIZED TO RECEIVE GRANTS-IN-AID AND GIFTS; PAYMENT OF FUNDS INTO STATE TREASURY.--The Chancellor is authorized to receive, for and on behalf of the State and its subdivisions, from the

United States and agencies thereof, and from any and all other sources, grants-in-aid and gifts, made for the purpose of providing, or to assist in providing, any vocational and technical, or other, education or educational programs authorized by this chapter, including expenses of administration. All such funds shall be paid into the State treasury. (1966, c. 679; 1970, c. 728.)

§ 23-231. ENFORCEMENT OF STANDARDS FOR PERSONNEL.--The Chancellor shall enforce the standards established by the Board for personnel employed in the administration of this chapter and remove or cause to be removed each employee who does not meet such standards. (1966, c. 679; 1970, c. 728.)

APPENDIX A

Code of Virginia
Volume 5, Chapter 3

BONDS AND OTHER OBLIGATIONS

§ 23-14. Certain educational institutions declared governmental instrumentalities; powers vested in majority of members of board. — The College of William and Mary in Virginia, at Williamsburg; the rector and visitors of Christopher Newport College; Longwood College, at Farmville; the Mary Washington College, at Fredericksburg; Clinch Valley College of the University of Virginia, at Wise; George Mason University, at Fairfax; the James Madison University, at Harrisonburg; Old Dominion University, at Norfolk; the State Board for Community Colleges, at Richmond; the Virginia Commonwealth University, at Richmond; the Radford University, at Radford; the rector and visitors of the University of Virginia, at Charlottesville; the Virginia Military Institute, at Lexington; the Virginia Polytechnic Institute and State University, at Blacksburg; the Virginia Schools for the Deaf and the Blind; the Virginia State University, at Petersburg; Norfolk State University, at Norfolk; and the Woodrow Wilson Rehabilitation Center, at Fishersville; and the Eastern Virginia Medical Authority, are hereby classified as educational institutions and are declared to be public bodies and constituted as governmental instrumentalities for the dissemination of education. The powers of every such institution derived directly or indirectly from this chapter shall be vested in and exercised by a majority of the members of its board, and a majority of such board shall be a quorum for the transaction of any business authorized by this chapter. Wherever the word *"institution"* is used in this chapter it shall be deemed to include "Authority" and the word *"board"* shall be deemed to include the members of the Authority. (1933, p. 83; 1946, p. 183; 1956, c. 373; 1960, c. 180; 1962, c. 69; 1964, cc. 358, 440, 635; 1966, c. 616; 1972, cc. 550, 861; 1974, c. 317; 1975, c. 396; 1976, c. 189; 1977, cc. 296, 319, 668; 1979, cc. 136, 145.)

The 1979 amendments. — The 1979 amendments, which were identical, deleted "The Virginia Institute of Marine Science, at Gloucester Point" and substituted "Radford University" for "Radford College," "Virginia State University" for "Virginia State College" and "Norfolk State University" for "Norfolk State College" in the first sentence.

APPENDIX A

LD6636

HOUSE JOINT RESOLUTION NO. 192
Offered January 18, 1977
Expressing the sense of the General Assembly that the role of the State Board for Community Colleges is solely that of a governing board of a Statewide institution of higher education.

PATRON-LEMMON

Referred to the Committee on Education

WHEREAS, a system of publicly-supported comprehensive community colleges was created in 1966; and

WHEREAS, the State Board for Community Colleges was designated a State agency responsible for the establishment, control and administration of all such publicly-supported community colleges in the Commonwealth; and

WHEREAS, the State Board for Community Colleges has certain responsibilities that are comparable to those of the governing boards of four-year institutions of higher education in the Commonwealth and is the only governing and degree-granting board for the State's community colleges; and

WHEREAS, the operation of the State Board for Community Colleges under the dual status of both a State agency and as the governing board of an institution of higher learning has created confusion with respect to its relationship to other agencies; and

WHEREAS, The State Board for Community Colleges is subject to the policies of the State Council of Higher Education as are the other State-supported institutions of higher learning; and

WHEREAS, it is in the best interests of the Commonwealth that the status of the State Board for Community Colleges be clarified; now, therefore, be it

RESOLVED by the House of Delegates, the Senate of Virginia concurring, That it is the sense of the General Assembly that the role of the State Board for Community Colleges is that of a governing board of a Statewide institution of higher education and not as that of a board of a State agency, subject to the direction and control of the Governor, and that its functioning in the role of a governing board of an institution of higher learning is necessary for it to continue the purposes for which it and the Commonwealth's system of community colleges was created.

APPENDIX B

TRANSITIONS IN MAJOR CENTRAL OFFICE FUNCTIONS:

July 1971 - July 1983

Since the central offices for the Virginia Community College System were first constituted in 1966, two factors have been primarily responsible for changes in staffing patterns. Initially, the role of these offices was to complement the development and growth of twenty-three individual colleges statewide and to develop policies and ensure their uniform implementation. In more recent times, the central offices have been reorganized a) to support the Chancellor's role to lead and to sustain the state's interest in its Community College System; and b) to enable the State Board for Community Colleges to govern the System of twenty-three colleges amidst changing social, demographic, and economic conditions. Principal roles that have evolved, therefore, for the central offices ensure that the System of twenty-three diverse colleges is well planned, effectively and efficiently managed, and that it demonstrates accountability for the public funds it expends. Major trends in central functions, since 1971, are summarized below.

Description of the trends

The enabling legislation that established the Virginia Community College System (VCCS) was passed by the General Assembly in 1966. By Fall 1966, nine community colleges enrolled 5,749 students. The System grew rapidly so that by Fall 1972, all twenty-three colleges that exist today had been established. Headcount enrollment that Fall quarter was 42,308. Complementing the growth of colleges throughout the System, was a central office that, by July 1, 1971, consisted of 145 staff. Principal administrators included a Chancellor, Vice Chancellor, and Directors for Administration and Finance; Curriculum and Instruction; Research and Planning; Student Services; and Industrial Training. The largest numbers of staff were in the Accounting, Payroll, Personnel, Purchasing, Audit Inventory, Data Processing, and Industrial Training Offices. Refer to Table I for the number of positions for each function. The central offices also included a Curriculum Development Center, consisting of 7 staff, that was supplemented by 3 staff in an Audio-Visual Laboratory and 2 staff in a Reference Center and Archives. In addition to the Director, the Office of Student Services had 7 staff. Smaller offices, with staffs of five or fewer in number included Facilities Planning and Engineering; Federal Programs; Research and Evaluation; Information; Administrative Assistant's Office; and Budget.

Three years later, in July, 1974, the central staff was only slightly larger, with the number of positions totaling 150. Some shifts in staff had occurred, however, among functional areas. Administrative functions such as Accounting, Payroll, Personnel, Purchasing, Budget, Auditing, and the Information Office maintained approximately the same staffing

levels. The largest increase in staffing from 12 to 29 positions occurred in Data Services. Staff from the Curriculum Development Center and Student Services were merged to form Educational Programs, with a staff of 13. Staffing levels in the Reference Center and Archives and in the Audio-Visual Lab were maintained. Two additional positions in the Federal Programs Office increased total staff to 5. Research and Evaluation increase from 3 to 4 staff. At the same time, the Duplicating and Publications Office was reduced from 10 to 3 staff.

By July 1, 1978, staff in the central offices totaled 174. Principal administrators included a Chancellor, and four Deputy Chancellors for: a) Business Affairs; b) Academic Affairs and Student Services; c) Administrative Affairs; and d) Industrial Training. As in 1974, the functional area that showed the greatest increase in staff was Data Services, which increased from 29 positions, in 1974, to 43 in 1978. To manage the changing and increasing Data Services workload, from 1978-1982 the VCCS Central Offices also paid for 13.5 positions in the Virginia Commonwealth University Consolidated Computing Center. Other functional areas showing increases of three positions were Auditing (12 total), Research and Evaluation (7 total), and Accounting (19 total). An Executive Support Center, consisting of eight staff, was added to the central offices to accommodate the increasing demand for typing and document preparation. Staffing levels in Personnel, Payroll, Facilities and Engineering, Federal Programs, Industrial Training, and Duplicating remained the same. The Budget Office increased by one, to a total of three staff. Instructional Programs and Student Services (formerly Educational Programs) were reduced by five staff, leaving eight staff, that included the Reference Center and Archives. Two positions, one from Purchasing and one from Federal Programs, were eliminated.

In August, 1979, a major reorganization of the central offices, to be implemented during the 1980-82 biennium, was approved by the State Board for Community Colleges. One goal of the reorganization was to reduce by fifteen percent (15%) and not later than June 30, 1980, the number of positions appropriated in 1979-80 to the central office.

Implementation of this goal resulted in a staffing level of 149 positions in the central offices on July 1, 1980 and 147 positions on July 1, 1981.

Another goal of the 1981 reorganization was to focus the role of the central staff upon management review and oversight functions and to delegate maximum authority to the presidents for the day-to-day management of individual colleges. To implement this concept, the organizational structure that included four Deputy Chancellors was eliminated. In its place, the concept of two Vice Chancellors was introduced-one Vice Chancellor for Academic Affairs and Planning, and another for Administrative and Fiscal Affairs. A Deputy to the Chancellor served as administrative assistant to the Chancellor. In addition to these changes, by July 1, 1980, a position of Comptroller, responsible for Accounting, Payroll, and Purchasing was approved. Staff in Auditing, Industrial

Training, and the Information Office remained the same. Staff was increased by two in Planning and Evaluation (formerly Research and Evaluation) to a total of 9; by 4 in Personnel to a total 13; by 4 in Budget to a total of 7; and by 3 in Facilities and Engineering to a total of 8 including 2 positions and functions from accounting. One position in Instructional Programs and Student Services was eliminated to leave a total of 7 positions for the unit. Accounting was reduced by 5 positions, with 14 staff remaining; Payroll reduced by 2, with 8 staff remaining; Purchasing reduced by 2, with 9 staff remaining; and the Executive Support Center reduced by 3 staff, with 5 remaining. The largest reduction in staff, 17 positions, occured in Data Services where the total number of staff was reduced from 43 in 1978 to 26 in 1980. To complete the reorganization, the Federal Programs Office and the Reference Center and Archives were completely eliminated. By the end of the second year of the biennium during which the reorganization was implemented, three additional positions from Accounting were eliminated, leaving 11 positions. One additional position was also eliminated from Purchasing, with 8 remaining. One position each was added to the Comptroller's Office and to Facilities and Engineering.

Staff totaled 136 in the central offices on July 1, 1982. This reduced total reflected the Governor's budget targets for the 1982-84 biennium. Four functional areas, Budget, Instructional Programs, Payroll, and Personnel were reduced by two positions and Auditing, Planning and Evaluation, and the Secretariat by one position.

Another major reduction in staff, implemented by November 1, 1982, was a result of the Governor's mandate to higher education agencies and institutions to revert 5% of their budgeted funds to the State. To effect the reversion, nineteen positions were eliminated from the central staff. As of November 1, 1982, therefore, central staff totaled 117; that same number remained as of July 1, 1983. Among the nineteen positions eliminated, many follow the trends, began earlier, of reductions in selected functional areas. These reductions, as of November 1982, included one position in Accounting and two positions each in Auditing, Payroll, Personnel, Purchasing; four in the Assistant to the Chancellor and one each in planning and Evaluation, Instructional Programs/Student Services, Facilities and Engineering, and Data Services. An additional two positions were also eliminated from the Information Office.

APPENDIX C

FUNCTIONAL ANALYSIS
of the
VIRGINIA COMMUNITY COLLEGE STYTEM
SYSTEM OFFICES

September 15, 1983

This Appendix contains the bulk of the working documents associated with the functional analysis of the VCCS System Offices conducted between July 1, 1983 and September 15, 1983. This study was undertaken both to satisfy the requirements set forth in the Governor's 1984-86 Target Guidance Memorandum dated June 18, 1983, and to provide a basis for a comprehensive restructuring of the System Offices.

On June 30, 1983, Dr. Johnas F. Hockaday was named Chancellor and Dr. Donald E. Puyear was named Deputy Cnacellor by the State Board for Community Colleges, both appointments to be effective July 1, 1983. One of the first major tasks undertaken by this new management team was to initiate this study, which would be timely even without an external mandate.

In conducting this study, consideration was given to (1) the statutory requirements under which the State Board for Community Colleges and the Chancellor must operate and (2) the need for the 23-college system to be efficiently and effectively administered as a single institution of higher education.

In this Appendix the reader will find the following information for each office or division of the System Offices:

a. A detailed organizational chart for the office or division.

b. A manpower distribution table which displays the manpower resources allocated to the office or division are utilized.

c. An historical overview of the staffing for the functions performed by the office or division since 1971.

d. A functional analysis update table which describes in some detail each major activity of the office or division. Workload measures are provided as well as a description of the manner in which the functional activities relate to activities of other agencies and the colleges.

The functional analysis update tables were primarily prepared by the staff of the office or division being analyzed. These tables were the product of the first, or descriptive phase of the functional analysis.

e. A critical analysis interview report, which summarizes the results of an interview conducted by the Deputy Chancellor with the administrative head of the office or division, follows each functional analysis update table. These interview reports were a product of the second, or analytical phase of the functional analysis.

   Other activities included in this phase of the study, such as meetings with the Executive Committee of the Advisory Council of Presidents and informal discussions with others with whom copies of the descriptive information was shared, did not lend themselves to documentation for publication. Comments and suggestions received in the informal meetings are, however, referred to in the next section.

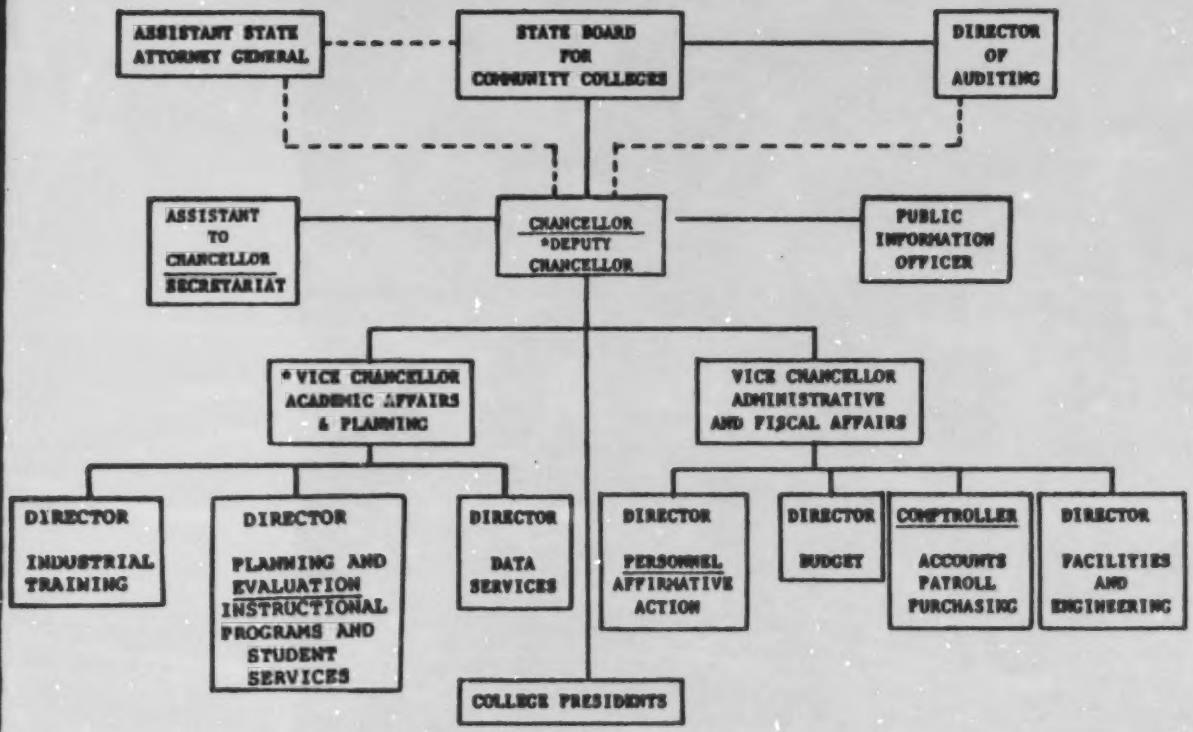
f. The discussion and recommendations were prepared by the Deputy Chancellor in consultation with the Chancellor and the Vice Chancellor for Administrative and Fiscal Affairs. The recommendations provided a basis for the revised organizational chart and manpower recommendations found in Section IV of the study, and represent the product of the third, or evaluative phase of the functional analysis.

Except for some information on word processing standards, the investigators were unable to locate any reliable workload standards that were applicable to the tasks and functions associated with the System Offices.

While this is not a professional management study it is a careful, thoughtful analysis of the VCCS System Offices by VCCS personnel.

Professional consultation was provided by Dr. Jay Chronister of the Center for the Study of Higher Education at the University of Virginia. While Dr. Chronister's assistance was of great value, and his keen perception and searching questions helped guide the study, the evaluations and recommendations are necessarily those of the VCCS personnel charged with the responsibility for the study.

TRANSITIONAL ORGANIZATION CHART
VIRGINIA COMMUNITY COLLEGE SYSTEM
SYSTEM OFFICES



*The Deputy Chancellor will assist the Chancellor in the day to day operations of the VCCS and serve as Vice Chancellor of Academic Affairs and Planning during the transition period.

August 1, 1983

INTERNAL AUDITING

CHANCELLOR'S OFFICE

CHANCELLOR

DEPUTY CHANCELLOR

PUBLIC INFORMATION

ASSISTANT TO THE CHANCELLOR

SECRETARIAT

EXECUTIVE SUPPORT CENTER

DUPLICATING

MAILROOM

TABLE III

HISTORICAL PROFILE OF STAFFING
FOR
FUNCTIONS PRESENTLY ASSIGNED
TO
VCCS SYSTEM OFFICES

AUGUST 1, 1983

OFFICE / DATE	JULY 1971	JULY 1974	JULY 1978	JULY 1980	JULY 1981	JULY 1982	JULY 1983
State Board Staff (Auditing)	8	9	12	15	15	14	12
Chancellor's Office	27	21	25	19	19	18	14
Vice Chancellor for Academic Affairs and Planning	54	62	87.5[a]	66.5[a]	66.5[a]	63.5[a]	45
Vice Chancellor for Administrative & Fiscal Affairs	56	58	63	62	60	54	46
TOTAL	145	150	187.5	162.5	160.5	149.5	117

[a]Includes 13.5 positions at the VCCS/VCU Consolidated Computing Center, funded by VCCS

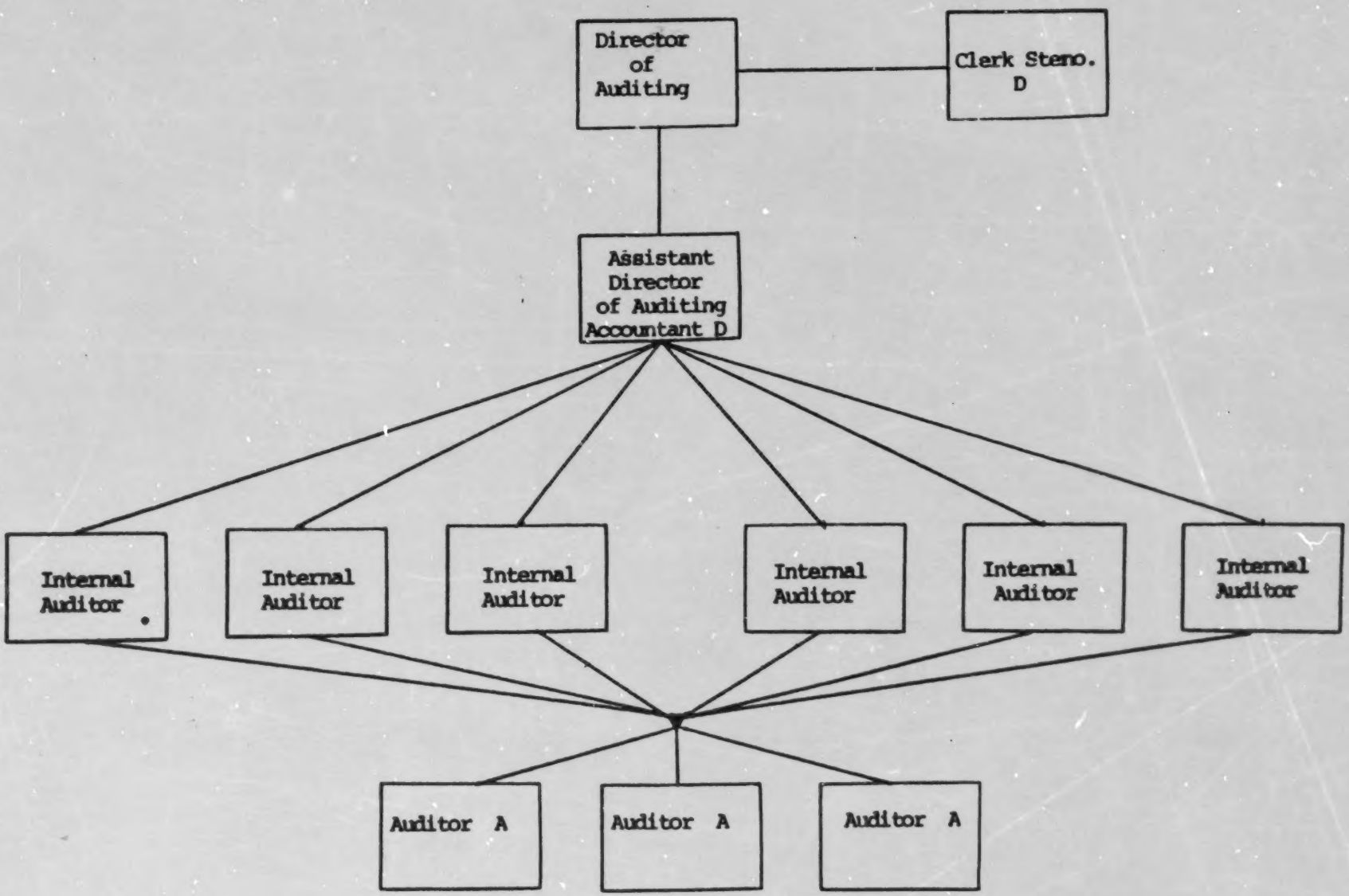


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FIGURE 4 INTERNAL AUDITING OFFICE

VCCS System Offices
August 1, 1983

TABLE IV

MANPOWER DISTRIBUTION: INTERNAL AUDITING

STATE BOARD STAFF (INTERNAL AUDITING) POSITIONS AND FUNCTIONS AUGUST 1, 1983		INTERNAL AUDITING	TOTAL
Internal Audit Director	(Grade 17)	1	1
Accountant D	(Grade 14)	1	1
Internal Auditor	(Grade 11)	6	6
Auditor A	(Grade 8)	3	3
Clerk Steno D	(Grade 6)	1	1
TOTAL		12	12

TABLE V

HISTORICAL PROFILE OF STAFFING
FOR
FUNCTIONS PRESENTLY ASSIGNED
TO
INTERNAL AUDITING OFFICE

AUGUST 1, 1983

OFFICE / DATE	JULY 1971	JULY 1974	JULY 1978	JULY 1980	JULY 1981	JULY 1982	JULY 1983
Internal Auditing	8	9	12	15	15	14	12
TOTAL	8	9	12	15	15	14	12

TABLE VI

Office: State Board Staff | VCCS SYSTEM OFFICES | Page 1 of 1 Pages

Section: Internal Auditing | FUNCTIONAL ANALYSIS UPDATE | Date: August 1, 1983

DESCRIPTION OF EACH MAJOR ACTIVITY OF THIS SECTION AND FTE PERSONNEL DEVOTED TO THE ACTIVITY.	WORKLOAD MEASURES RELATED TO THE MAJOR ACTIVITY.	MANNER IN WHICH THE MAJOR ACTIVITY RELATES TO ACTIVITIES OF OTHER AGENCIES AND THE COLLEGES.
1	2	3
Major Activity: Internal Audit Division is responsible for coordinating all audit functions of the VCCS. Purpose of internal auditing is to ensure the State Board for Community Colleges and the VCCS administration that effective internal controls are in place. This is accomplished by conducting internal, financial aid, cash, EDP and foundation audits. Other areas of responsibility include special investigations, review of policies and procedures, and coordinating external audits. FTE Personnel: 12 FTE Positions (See Table IV)	Workload Measure (1982-83): Internal Audits..... 12 Federal Financial Audits.... 15 Special Investigations..... 5 Cash Audits..... 1 Reaudits..... 3 Educational Foundation Aud.. 4 EDP Audits..... 1 (Note: 4 internal auditors spent 2 months in 1982-83 receiving training in EDP audit procedures)	Internal Auditing does not duplicate any function or related activity at the college level. It is an enhancement and not a duplication of the APA audits. See Trible letter in Reference A. Internal audits are conducted on a more frequent basis and in more detail than APA audits. Special investigations are coordinated with the APA and, where necessary, the Virginia State Police to prevent duplication.

REFERENCE A

RECEIVED

OCT 19 1982

CHANCELLOR
VA. DEPT. OF
COMMUNITY COLLEGES

COMMONWEALTH of VIRGINIA

Auditor of Public Accounts

CHARLES K. TRIBLE
Auditor

POST OFFICE BOX 1295
RICHMOND, VIRGINIA 23210
(804) 225-3350

Mrs. Christine J. Miles, Chairman
State Board for Community Colleges
James Monroe Building
Richmond, Virginia 23219

Dear Mrs. Miles:

Please pardon my delay in replying to your letter of September 14, 1982, expressing concern regarding the audit schedule for the various local community colleges. While we had indicated by previous correspondence that we intended to audit five of the colleges on an annual basis and the remaining eighteen on a biannual basis, nevertheless, other demands upon our schedule have caused us to adjust our priorities to some extent; however, we do intend to have an audit of each community college for either 1981 or 1982 which is a significant improvement over the situation several years ago.

With respect to the accreditation standards, I would hope that the current schedule would suffice for accreditation purposes; however, should any individual community college be threatened with a withdrawal of accreditation on the basis of the absence of an audit by this office, please notify us immediately and we will endeavor to rectify the situation.

We note with some concern that the internal audit staff has recently been reduced as a result of the necessity to reduce expenditures. This may have an unfortunate effect upon the ability of the System to continue the audit of the federal student loan programs and the other supplementary audit work which is of vital interest to the Board. Unfortunately, we are unable to perform these financial aid audits and trust that the internal audit staff will continue to do so.

I trust the foregoing satisfactorily replies to your concerns and if I may be of further service, please do not hesitate to notify me.

Sincerely,

Charles K. Trible
Auditor of Public Accounts

CKT/jl
cc: Dr. John T. Casteen, III
Mr. Robert A. Vinyard
Dr. James H. Hinson, Jr.

VCCS System Offices

CRITICAL ANALYSIS: INTERVIEW QUESTIONS

OFFICE: Internal Auditing

SECTION: -

1. Are the functions of the office/section indispensible to the State Board and/or the Chancellor?

   Internal Auditing provides the State Board with management review and oversight capability to insure that the Code of Virginia, Federal regulations, and State Board policies are followed and carried out in an effective and efficient manner. Office also provides a service to the colleges in relieving them of the responsibility and cost of independent audits of the Federal financial aid programs.

2. Is the current staff in the office/section adequate to perform the office's functions at a minimally acceptable level for the foreseeable future?

   Yes. Sufficient to meet current level of required audits. Marginal capability to accommodate new audit requirements that may be mandated in the future.

3. What are the ALTERNATIVES to the current performance of the office's functions that would improve efficiency and effectiveness and minimize FTE positions? Note: This question should examine the potential for eliminating some activities, requiring increased workload of current staff, enhancing automated support, and transferring some or all activities to all colleges or to some colleges, and/or to external agencies. (Reference: Form 4, Functional Analysis, February 1983)

   Alternative 1: Maintain current level of auditing activity and staffing.

   Alternative 2: Maintain internal and special audits, but shift Federal financial aid program audits to the colleges.

   Alternative 3: Shift full responsibility for internal audits to the Auditor of Public Accounts and responsibility for the Federal financial aid audits to each college. Note Trible letter of October 19, 1982 in Functional Analysis Update.

OFFICE: Internal Auditing

SECTION: -

4. What IMPACT would the implementation of each alternative from Question 3 have on other offices and/or functions in the System Offices, the colleges, or external agencies? Note: This question should examine how a proposed alternative might alter activities, workload, staffing, etc., of other offices in the System Offices, at the colleges, and at other agencies.

Alternative 1: No impact on functions and staffing.

Alternative 2: Estimated reduction of 3 Junior Auditor FTE positions in the Internal Auditing staff. Audit information less readily available to the State Board. Potential delay in office's ability to respond to special investigations/ audits. Colleges would be required to contract CPA firms to conduct financial aid audits at an estimated cost of $22,500 per biennium per college compared to the present cost of $12,000 per biennium when done by the VCCS Internal Auditing office. Note: VCCS costs also include administrative and clerical support costs and are not charged against college budgets rather are a part of the System Offices budget.

Alternative 3: 100% reduction of Internal Auditing staff with the possible exception of retaining one internal auditor for coordination/liaison and special State Board audits. Potential for increasing staffing requirements in the office of the Auditor of Public Accounts. Audit information would be less readily available to State Board, especially if no Internal Auditing staff were retained to serve as a liaison to the Auditor of Public Accounts and the colleges. See college costs for financial aid audits provided under Alternative 2 above.

DISCUSSION AND RECOMMENDATIONS

INTERNAL AUDITING

Discussion.

The Internal Auditing section is carrying out an essential function in an effective and efficient manner.

To reduce the personnel in this section would require that the colleges assume the responsibility for their financial aid audits. While this can be done, and it would reduce personnel, the colleges would have to contract with CPA firms. The net cost for financial aid audits would double and it is likely that there would be much less consistency in the audits, since they would be done by different firms. The Auditor of Public Accounts has indicated that he cannot assume responsibility for financial aid audits. (See Reference A, page 39.)

In the future, the internal auditing section will need to place greater emphasis on performance/management audits with, if necessary, some reduction in the detail of the financial aspects of the internal audits.

Recommendations.

The Internal Audit section should be continued at present manpower levels. Greater emphasis should be given to performance/management concerns in future internal audits.

TABLE VII

MANPOWER DISTRIBUTION: CHANCELLOR'S OFFICE

CHANCELLOR'S OFFICE AUGUST 1, 1983	CHANCELLOR/ DEPUTY CHANCELLOR	PUBLIC INFORMATION	SECRETARIAT	EXECUTIVE SUPPORT CENTER	DUPLICATION	MAILROOM	TOTAL
Chancellor	1						
Confidential Secretary (Grade 7)	1						
Deputy Chancellor	1						
Clerk Steno D (Grade 6)	1						
Information Director A (Grade 11)		1					
Assistant to Chancellor (Grade 15)			1				
Clerk Steno D (Grade 6)			1				
Clerk Typist C (Grade 4)			1				
Clerk Messenger B (Grade 2)						1	
Offset Dup. Machine Operator B (Grade 5)					1		
Information Processing Supervisor (Grade 7)				1			
Information Processing Specialist (Grade 5)				3			
TOTAL	4	1	3	4	1	1	14

TABLE VIII

HISTORICAL PROFILE OF STAFFING
FOR
FUNCTIONS PRESENTLY ASSIGNED
TO
CHANCELLOR'S OFFICE

AUGUST 1, 1983

OFFICE \ DATE	JULY 1971	JULY 1974	JULY 1978	JULY 1980	JULY 1981	JULY 1982	JULY 1983
Chancellor/Deputy Chancellor	9[a]	11[a]	12	2	2	2	4
Public Information	6[b]	5[b]	-	3	3	3	1
Assistant to the Chancellor (includes Secretariat, Executive Support Center, Duplication, and Mail Room)	12[c]	5[c]	13[d]	14	14	13	9
TOTAL	27	21	25	19	19	18	14

[a]Includes Chancellor and Vice Chancellor, plus staff for each
[b]Includes Information Office and Administrative Assistant to Chancellor
[c]Includes Reference Center and Archives
[d]Deputy Chancellor for Administrative Affairs

TABLE IX

Office: Chancellor's Office

VCCS SYSTEM OFFICES

Page 1 of 1 Pages

Section: Chancellor

FUNCTIONAL ANALYSIS UPDATE

Date: August 1, 1983

DESCRIPTION OF EACH MAJOR ACTIVITY OF THIS SECTION AND FTE PERSONNEL DEVOTED TO THE ACTIVITY. 1	WORKLOAD MEASURES RELATED TO THE MAJOR ACTIVITY. 2	MANNER IN WHICH THE MAJOR ACTIVITY RELATES TO ACTIVITIES OF OTHER AGENCIES AND THE COLLEGES. 3
Major Activity: 1. The Chancellor is the chief executive officer of the Virginia Community College System and Secretary to the State Board for Community Colleges. FTE Personnel; 1.0 FTE Positions (See Table VII) Major Activity: 2. The Confidential Secretary to the Chancellor provides secretarial support for the Chancellor and is responsible for drafting the minutes of State Board meetings. FTE Personnel: 1.0 FTE Position (See Table VII)	Workload Measure: 1. • Executive management of the VCCS (23 colleges and the System Offices). • Secretarial duties of the SBCC. • Responsible for all requests from the SBCC, Legislative and Executive Branches of government, and external agencies. • Liaison to State and National organizations. 2. Full-time clerical support of the Chancellor and duties associated with Chancellor's role as Secretary to SBCC.	1. The Chancellor is responsible for providing leadership and direction to the Virginia Community College System, and is responsible to the State Board for Community Colleges for the effective operation of each of the colleges in the System. 2. Not Applicable.

TABLE X

Office: Chancellor's Office

VCCS SYSTEM OFFICES

Page 1 of 1 Pages

Section: Deputy Chancellor

FUNCTIONAL ANALYSIS UPDATE

Date: August 1, 1983

DESCRIPTION OF EACH MAJOR ACTIVITY OF THIS SECTION AND FTE PERSONNEL DEVOTED TO THE ACTIVITY.	WORKLOAD MEASURES RELATED TO THE MAJOR ACTIVITY.	MANNER IN WHICH THE MAJOR ACTIVITY RELATES TO ACTIVITIES OF OTHER AGENCIES AND THE COLLEGES.
1	2	3
Major Activity: 1. The Deputy Chancellor assists the Chancellor in the performance of his duties with particular responsibility for operational matters and for the Chancellor when the Chancellor is absent or in those areas for which authority has been specifically delegated. FTE Personnel 1.0 FTE Position (See Table VII)	Workload Measure: 1. Not Available - Position established by SBCC July 1, 1983. Currently serving as Vice Chancellor for Academic Affairs and Planning.	1. This position was established by the State Board for Community Colleges on June 30, 1983 in the stated conviction that it was necessary to relieve the Chancellor of much of the burden of operational concerns if he was to be able to devote sufficient time to policy matters, articulate effectively with the College Boards and Presidents, communicate with the legislators, and develop positive, supportive relationships with other State agencies.
Major Activity: 2. The Clerk Steno D position provides secretarial support to the Deputy Chancellor. (position presently established as Secretary to the Vice Chancellor, Academic Affairs and Planning.) FTE Personnel: 1.0 FTE Position (See Table VII)	2. Full-time clerical support of the Deputy Chancellor's Office.	2. Not Applicable.

DISCUSSION AND RECOMMENDATIONS

CHANCELLOR AND DEPUTY CHANCELLOR

Discussion.

The position of Chancellor is required by statute. The position of Deputy Chancellor was created by the State Board for Community Colleges on June 30, 1983, with the conviction that the Chancellor should be relieved of the necessity of day-to-day operational concerns in order to allow appropriate time for policy development and communication with the System's many publics.

Because of the importance of Industrial Training to the overall mission of the VCCS, and in order to facilitate coordination of the programs of this division with the college presidents, the Director of Industrial Training should report directly to the Chancellor, at least for now.

Recommendations.

The positions of Chancellor and Deputy Chancellor should be maintained with the present level of direct clerical support.

The current patterns of work flow within the Office of the Chancellor (including the office of the Assistant to the Chancellor) should be studied to improve efficiency. (See the discussion under the Assistant to the Chancellor.)

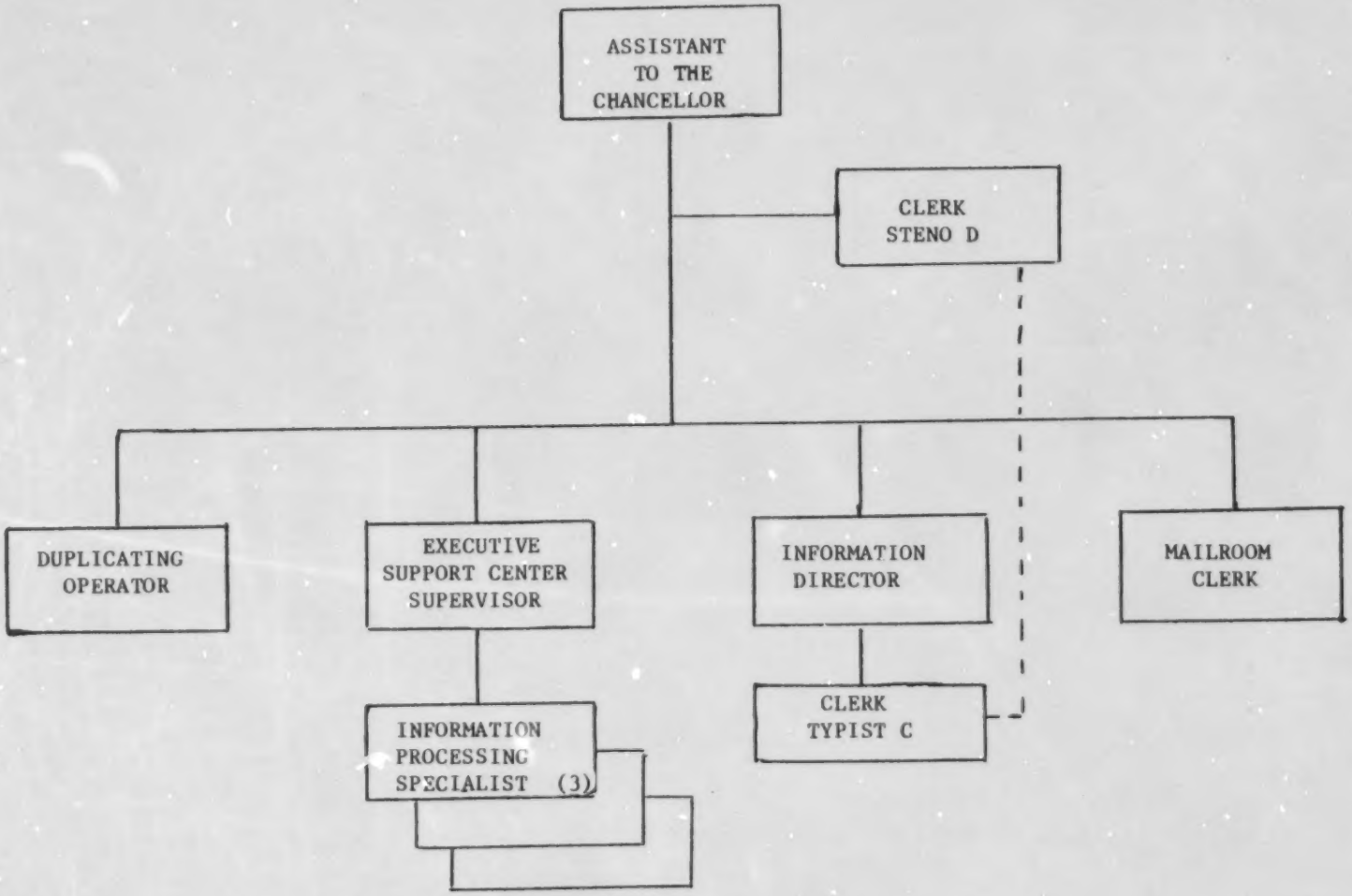

FIGURE 5. ASSISTANT TO THE CHANCELLOR

TABLE XI

Office: Assistant To Chancellor — VCCS SYSTEM OFFICES — Page 1 of 1 Pages

Section: Secretariat — FUNCTIONAL ANALYSIS UPDATE — Date: August 1, 1983

DESCRIPTION OF EACH MAJOR ACTIVITY OF THIS SECTION AND FTE PERSONNEL DEVOTED TO THE ACTIVITY.	WORKLOAD MEASURES RELATED TO THE MAJOR ACTIVITY.	MANNER IN WHICH THE MAJOR ACTIVITY RELATES TO ACTIVITIES OF OTHER AGENCIES AND THE COLLEGES.
1	2	3
Major Activity: 1. Provision of variety of administrative support services to the Chancellor and State Board including coordination of agendas for Board meetings and Presidents meetings, changes to the Policy Manual, maintenance of files, legislative liaison, and preparation of correspondence, reports and other documents. 2. Assistant to the Chancellor coordinates the assignment of incoming correspondence and follow-up activities, supervises administrative support functions and acts as principal contact person between Chancellor's Office and members of the State Board. FTE Personnel: 3.0 FTE Positions (See Table VII)	Workload Measure: 10-12 Board meetings per year; 11 Presidents' meetings per year; 20-30 Policy Manual changes per year; receive and process approximately 50 pieces of mail daily; originate 5-10 letters/memos per day.	Assistant to the Chancellor and the Secretariat prepare and send correspondence, agendas, other materials to members of State Board and Presidents. Assistant to the Chancellor functions as legislative liaison on Chancellor's Staff. Board member expense reimbursements prepared in Secretariat. Assistant to the Chancellor works with Board members on board meeting agendas and with Presidents on Advisory Council matters. No known duplication of agency or college activities.

TABLE XII

Office: Assistant to Chancellor | VCCS SYSTEM OFFICES | Page 1 of 1 Pages

Section: Executive Support Center | FUNCTIONAL ANALYSIS UPDATE | Date: August 1, 1983

DESCRIPTION OF EACH MAJOR ACTIVITY OF THIS SECTION AND FTE PERSONNEL DEVOTED TO THE ACTIVITY.	WORKLOAD MEASURES RELATED TO THE MAJOR ACTIVITY.		MANNER IN WHICH THE MAJOR ACTIVITY RELATES TO ACTIVITIES OF OTHER AGENCIES AND THE COLLEGES.
1	2		3
Major Activity:		Average Daily Lines	
Provision of word processing support for all offices in the System Offices utilizing Mag-II equipment and working from dictated or written input.	Workload Measure:		This is a staff support function for the efficient preparation of all types of print material.
	a. Source of Input		
	Longhand	2012	
	Machine Dictation	1064	
	Pre-Recorded	1162	Does not duplicate agency or college activities.
	Total	4238	
FTE Personnel: 4.0 FTE Positions (See Table VII)	b. Output Mode		
	Original Typing	3076	
	Revision Typing	1836	
	Repetitive Typing	1162	
	Total	6074	
	c. Type of Output		
	Letter/Memo	3596	
	Report	1590	
	Statistics	888	
	Total	6074	
	d. Document Page Length		
	1-3 Pages	4204	
	4-10 Pages	1168	
	11 or More Pages	468	
	Other (Envelopes, Labels, etc.)	234	
	Total	6074	

TABLE XIII

Office: Assistant to Chancellor

VCCS SYSTEM OFFICES

Section: Duplicating

FUNCTIONAL ANALYSIS UPDATE

Date: August 1, 1983

DESCRIPTION OF EACH MAJOR ACTIVITY OF THIS SECTION AND FTE PERSONNEL DEVOTED TO THE ACTIVITY. 1	WORKLOAD MEASURES RELATED TO THE MAJOR ACTIVITY. 2	MANNER IN WHICH THE MAJOR ACTIVITY RELATES TO ACTIVITIES OF OTHER AGENCIES AND THE COLLEGES. 3
Major Activity: Provision of centralized duplicating services for all offices in the central VCCS functions, utilizing the XEROX 9400 equipment, and providing other services such as punching, binding, cutting, heavy duty stapling, gummed forms and a limited in-house printing capability on an offset printer. FTE Personnel: 1.0 FTE Position (See Table VII)	Workload Measure: Average 150,000 impressions per month on XEROX 9400; punch and bind approximately 700 project books per month; average 50,000 limited applications on AM 1250 W offset press.	This is a staff support function doing all the heavy production work required in support of the State Board, Chancellor, and System Offices. Does not involve duplication of agency or college activities.

TABLE XIV

Office: Assistant To Chancellor — VCCS SYSTEM OFFICES — Page 1 of 1 Pages

Section: Mailroom — FUNCTIONAL ANALYSIS UPDATE — Date: August 1, 1983

DESCRIPTION OF EACH MAJOR ACTIVITY OF THIS SECTION AND FTE PERSONNEL DEVOTED TO THE ACTIVITY. 1	WORKLOAD MEASURES RELATED TO THE MAJOR ACTIVITY. 2	MANNER IN WHICH THE MAJOR ACTIVITY RELATES TO ACTIVITIES OF OTHER AGENCIES AND THE COLLEGES. 3
Major Activity: Mail services for System Offices, which includes incoming and outgoing U.S. Mail, UPS, interagency mail and inter-office pick up and delivery. Also, messenger service is provided as needed for special requirements, such as taking paychecks to the main post office. FTE Personnel: 1.0 FTE Position (See Table VII)	Workload Measure: Average 300-400 pieces of incoming mail daily; average 300 pieces of outgoing mail daily; 2 daily pickups from Post Office; 2 outgoing deliveries; 4 daily inter-office deliveries and pickups each day.	This is an office support function for handling incoming and outgoing mail. The mailroom interfaces with inter-agency mail service in that it is the pickup and delivery location for inter-agency mail. System Offices mail activities are not duplicative of agency or college activities.

VCCS System Offices

CRITICAL ANALYSIS: INTERVIEW QUESTIONS

OFFICE: Assistant to the Chancellor

SECTION: Secretariat, Executive Support Center, Duplicating, and Mailroom

1. Are the functions of the office/section indispensible to the State Board and/or the Chancellor?

   The functions of the Office of the Assistant to the Chancellor provide important administrative and clerical support for the Chancellor and the System Offices. The office coordinates the extensive preparations for the State Board and Presidents' meetings, provides legislative coordination for the Chancellor, and maintains essential information files and processes, i.e., Policy Manual updates. The office also supervises the Mailroom, Duplicating and Executive Support Center functions.

2. Is the current staff in the office/section adequate to perform the office's functions at a minimally acceptable level for the foreseeable future?

   Yes. Adequate to meet present workload requirements.

3. What are the ALTERNATIVES to the current performance of the office's functions that would improve efficiency and effectiveness and minimize FTE positions? Note: This question should examine the potential for eliminating some activities, requiring increased workload of current staff, enhancing automated support, and transferring some or all activities to all colleges or to some colleges, and/or to external agencies.

   Alternative 1: Maintain current functions and staffing.

   Alternative 2: Shift responsibility for Secretariat duties to the Chancellor's and Deputy Chancellor's secretaries. The supervision of the Mailroom and Duplication services would be transferred to the Deputy Chancellor or the Information Director. The Executive Support Center would be transferred into Data Services as a word processing operation.

   Alternative 3: Create a new position to combine the Assistant to the Chancellor and Information Director positions, providing for adequate clerical support. The new position would supervise the Mailroom and Duplicating services. The Executive Support Center could remain under this position or be transferred to Data Services.

OFFICE: Assistant to the Chancellor

SECTION: Secretariat, Executive Support Center, Duplicating, and Mailroom

4. What IMPACT would the implementation of each alternative from Question 3 have on other offices and/or functions in the System Offices, the colleges, or external agencies? Note: This question should examine how a proposed alternative might alter activities, workload, staffing, etc., of other offices in the System Offices, at the colleges, and at other agencies.

Alternative 1: No significant impact on staff or functions.

Alternative 2: A reduction in one FTE professional staff position could be achieved and possibly a reduction of one clerical support position. Staff in the Executive Support Center would report to the Director of Data Services creating an increased workload for this director. It would also be an increased workload for the Chancellor's and Deputy Chancellor's secretaries even if the clerical support presently serving the Assistant to the Chancellor's Office were transferrred. Increased workload for Deputy Chancellor or the Information Director.

Alternative 3: Potential reduction of 1 FTE professional position and possibly one clerical support position. Potential workload increase for the Director of Data Services. If staff, in the capacity as Information Director, traveled or was on assignment outside the System Offices on a regular basis, potential problems could occur in maintaining continuity of support for the Assistant to the Chancellor duties.

VCCS System Offices

CRITICAL ANALYSIS: INTERVIEW QUESTIONS

OFFICE: Clerical Support including Executive Support Center

SECTION: All

1. Are the functions of the office/section indispensible to the State Board and/or the Chancellor?

   No. Why are they being done? *Clerical functions provide essential support for both mandated and service functions that otherwise would have to be provided by the professional and technical staff.*

2. Is the current staff in the office/section adequate to perform the office's functions at a minimally acceptable level for the foreseeable future?

   Yes. Adequate in most offices with a critical need apparent in Data Services for a Clerk position. Ratio is 3.3 to 1 of administrative/professional/technical to clerical. Ratio varies considerably on an office by office basis.

Staffing Summary:	*Confidential Secretary*	*1*
	Clerk-Steno D	*9*
	Clerk-Steno C	*3*
	Clerk D	*2*
	Clerk-Typist C	*8*
	Info. Proc. Supv.	*1**
	Info. Proc. Special.	*3**
	Total	*27*

**Provide production typing services to all offices in System Offices.*

3. What are the ALTERNATIVES to the current performance of the office's functions that would improve efficiency and effectiveness and minimize FTE positions? Note: This question should examine the potential for eliminating some activities, requiring increased workload of current staff, enhancing automated support, and transferring some or all activities to all colleges or to some colleges, and/or to external agencies.

   Alternative 1: Maintain existing staffing pattern of clerical support, but adjust to align with any reductions and reorganization occurring in the administrative/professional/technical staffing. Re-evaluate clerical staff classifications.

OFFICE: Clerical Support including Executive Support Center

SECTION: All

3. Continued.

Alternative 2: Shift all production typing to the Executive Support Center (ESC) and upgrade word processing equipment in the ESC. Determine impact on ESC and clerical support in each office, particularly the need for steno skills.

4. What IMPACT would the implementation of each alternative from Question 3 have on other offices and/or functions in the System Offices, the colleges, or external agencies? Note: This question should examine how a proposed alternative might alter activities, workload, staffing, etc., of other offices in the System Offices, at the colleges, and at other agencies.

Alternative 1: No significant impact if clerical support is kept in balance with number and distribution of administrative/professional/technical staff.

*Alternative 2: Significant workload increase **likely** for the ESC if they do nearly 100% of the production typing. Differential workload reduction for clerical support staff in the various offices depending on their current utilization of the ESC. Potential decrease in need for steno skills at the office/section level.*

DISCUSSION AND RECOMMENDATIONS

ASSISTANT TO THE CHANCELLOR

Discussion.

The functions performed by the Assistant to the Chancellor and his immediate staff (referred to as the Secretariat) are essential functions. It appears, however, that certain procedures, especially mail referral and correspondence, may be more complex than is necessary. With the addition of the Secretary to the Deputy Chancellor to the general support group for the Office of the Chancellor, it may be possible to redistribute some of the functional assignments and for the Assistant to the Chancellor to also assume the duties of Information Officer.

Recommendation.

Continue the functions of the Assistant to the Chancellor at the present staffing level but also include the functions of the Information Officer in this section with no additional personnel positions.

DISCUSSION AND RECOMMENDATIONS

EXECUTIVE SUPPORT CENTER

(Word Processing)

Discussion.

This is the single area within the System Offices where objective standards of workload are available, and even here they must be used with caution. (See the letter from Mr. C. A. Richardson of the Department of Management Analysis and System Development shown on page 60.) It appears that, after a period of training and practice, a word processing operator using state-of-the-art equipment can produce between 2000 and 2500 lines per day. Assuming that the supervisor can spend up to half of her time in production typing, the supervisor and two operators should be able to handle the current workload (described in the Functional Analysis Update) if the current equipment (IBM Mag Card II Typewriters) is replaced by state-of-art equipment (IBM Displaywriters, or equivalent) and an appropriate period of training and practice (at least six months) is provided before staff is reduced. If the cost of the equipment is spread out over three years, the annual cost of the equipment would be less than the cost associated with the one operator position that could be eliminated. (See the cost analysis on page 62.)

Recommendation.

State-of-the-art word processing equipment (three work stations) should be procured as soon as possible (not later than January 1, 1984) and one operator position should be phased out effective July 1, 1984.

REFERENCE A

COMMONWEALTH of VIRGINIA

R W MILLER
DIRECTOR

Department of Management Analysis and Systems Development

JAMES MONROE BUILDING
101 NORTH 14th STREET
RICHMOND, VIRGINIA 23219
(804) 225-2108

August 24, 1983

MEMORANDUM

TO: Dr. Donald Puyear, Deputy Chancellor
Virginia Community College System

FROM: C. A. Richardson CAR

SUBJECT: WP and DP Standards

As John Dooley told you, standards are not easy to obtain. Attached are some for word processing and an article on measuring typing. However, standards for the activities described for Data Services are not available to the best of my knowledge. One can only establish reasonable objectives and measure the progress made towards accomplishing those objectives. Measurements based on lines of code written in specified period of time are used for programmers but I feel such measurements are suspect since effective programs may use fewer lines of code than ineffective, or inefficient, programs. This is a very fuzzy issue.

Since I will be out of the office until Monday, please call Mike Durkin at 52404 if we may be of more assistance to you.

CAR/vts

Attachments

- Average operator productive time a day - 7 hours

- Industry standard of 5.5 hours

  - take into consideration amount of time allowed for lunch

    i.e. - 1 hour or 45 minutes

  - average turnaround time - 7 hours

  - desired turnaround time - 4 hours

Standard Minimum Lines a Day

Operator Time on Equipment

0-3 months	1,000	(20 pages)
3-6 months	1,500	(30 pages)
6-9 months	2,000	(40 pages)
9-12 months	2,500	(50 pages)

REFERENCE B

VIRGINIA COMMUNITY COLLEGE SYSTEM
JAMES MONROE BUILDING, 101 NORTH 14TH STREET, TELEPHONE AREA CODE 804/225-2117
MAILING ADDRESS: P.O. BOX 1558, RICHMOND, VIRGINIA 23212

MEMORANDUM

TO: Donald Puyear
Deputy Chancellor

FROM: Dwight Rigsby
Purchasing Administrator

DATE: July 26, 1983

SUBJECT: Word Processing Equipment Price Estimate

In response to your memorandum requesting price estimates on Word Processing equipment, three IBM Displaywriters with two printers cost $22,888.20 if purchased straight out. If this equipment is lease/purchased for three years, the monthly cost is $738.54 and if it is lease/purchased for five years, the monthly cost is $486.31. IBM indicated that three work stations can drive one printer. If this is feasible for us, the purchase price for three stations and one printer would be $18,350.00, lease/purchase for three years is $592.11 per month, and lease/purchase for five years is $389.89 per month.

In addition to the above equipment, each Text Pack IV cost $378.00, a Starter Kit is $386.00 and delivery is approximately $220.00. Another item recommended by IBM is the Report Pack for $297.50. These costs are one-time costs and cannot be part of the lease/purchase.

Attached is a list of the items and their cost. If you need additional information, please call.

DR/jk

cc: Billy Kittrell

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Item	Cost
Display Station (Screen, 256K processor, keyboard)	$ 2,899.40
Dual Diskette Unit/Dual Density	1,596.00
Printer Sharing	233.00
Station Cable	93.00
Printer, 60 Character Per Second	2,944.00
Sheet Feed	1,573.00
Printer Cable	21.00
Text Pack IV	378.00
Report Pack	297.50
Starter Kit	386.00
Shipping (Station & Printer)	85.00
(Station Only)	50.00

DISCUSSION AND RECOMMENDATIONS

GENERAL CLERICAL SUPPORT

(Other Than Word Processing)

Discussion

Clerical positions outside the Executive Support Center appear to be primarily justified on the bas 3 of duties other than production typing. While considerable typing is done outside the center, it appears to be either specialized work not adapted to word processing center procedures or work incidental to other duties. In no case has an instance of multiple clerical positions assigned to a functional area been justified on the basis of production typing.

Clerical support appears to be adequate but not beyond basic needs.

Recommendation.

Clerical positions appear to be appropriate for current functions. If certain functions are modified or eliminated as a result of this study, it may be possible to reduce support assigned to those areas. This will be discussed as each functional area is examined.

A general "tightening down" of clerical support is not indicated.

DISCUSSION AND RECOMMENDATIONS

DUPLICATING AND MAILROOM

Discussion.

These two functions are related only in the sense that they are office service functions within the office of the Assistant to the Chancellor. It may be possible to consolidate these functions to a degree if the following steps are taken:

(1) Do all duplicating on the high-speed copier, eliminating the need for the offset press and its skilled operator.

(2) Have the mail delivered to the building rather than picking it up at the post office.

There would be some cost associated with such a move:

(1) The per-copy cost of duplicated materials may be slightly higher than offset materials, especially where a large number of copies of the same original are made.

(2) There may be some loss of quality if half-tone or solid black areas are to be copied.

(3) There will be no choice of ink color.

(4) Mail may be delayed, both in arrival and dispatch.

Recommendations.

Consolidate the Mailroom and Duplicating functions into one position.

Do away with the offset press; do all duplicating on high-speed copying machine.

Have the mail delivered to the building; eliminate post office box.

TABLE XV

Office: Chancellor's Office — VCCS SYSTEM OFFICES — Page 1 of 1 Pages

Section: Information Office — FUNCTIONAL ANALYSIS UPDATE — Date: August 1, 1983

DESCRIPTION OF EACH MAJOR ACTIVITY OF THIS SECTION AND FTE PERSONNEL DEVOTED TO THE ACTIVITY.	WORKLOAD MEASURES RELATED TO THE MAJOR ACTIVITY.	MANNER IN WHICH THE MAJOR ACTIVITY RELATES TO ACTIVITIES OF OTHER AGENCIES AND THE COLLEGES.
1	2	3
Major Activity: Provision of public information and promotional services for the State Board, Chancellor's Office and coordinates or provides assistance of System-wide public information activities. FTE Personnel: 1 FTE Position (See Table VII)	Workload Measure: News releases sent out prior to each Board meeting; media inquiries average 20 per month; prepares Annual Report for VCCS; prepares 10-12 speeches for Board Members/Chancellor during the year; 25 clippings per week sent to Board Members/colleges; review of over 1500 pieces of legislation during the 1983 legislative year; response to written and telephone requests from the public and media approximate 50 responses per month, etc.	Each college has its own public information officer and handles its own information program. The Information Director in the System Offices works with this group, prepares a newsletter for the System and such things as speeches for Board members and Chancellor, the VCCS Annual Report, and acts as the primary contact with the news media on behalf of the Board and Chancellor's office.

VCCS System Offices

CRITICAL ANALYSIS: INTERVIEW QUESTIONS

OFFICE: Public Information

SECTION: -

1. Are the functions of the office/section indispensible to the State Board and/or the Chancellor?

   Position provides an important service for the Chancellor and State Board through systemwide public information and promotional services. A minimun level of public information activities is critical to the VCCS's ability to communicate its mission and programs to the public and external officials.

2. Is the current staff in the office/section adequate to perform the office's functions at a minimally acceptable level for the foreseeable future?

   Yes. One FTE professional position with clerical support can adequately meet current requirements.

3. What are the ALTERNATIVES to the current performance of the office's functions that would improve efficiency and effectiveness and minimize FTE positions? Note: This question should examine the potential for eliminating some activities, requiring increased workload of current staff, enhancing automated support, and transferring some or all activities to all colleges or to some colleges, and/or to external agencies.

   Alternative 1: Maintain the current level of staffing and functions.

   Alternative 2: Eliminate Information Director position. Transfer responsibility for the Information Office to the Assistant to the Chancellor with additional clerical support.

   Alternative 3: Create a new position incorporating the Assistant to the Chancellor and Information Director positions, providing for adequate clerical support.

4. What IMPACT would the implementation of each alternative from Question 3 have on other offices and/or functions in the System Offices, the colleges, or external agencies? Note: This question should examine how a proposed alternative might alter activities, workload, staffing, etc., of other offices in the System Offices, at the colleges, and at other agencies.

OFFICE: Public Information

SECTION: -

4. Continued.

Alternative 1: No significant impact on staff or functions.

Alternative 2: Reduction of one FTE professional staff position, i.e. Information Director. Increased workload for the Assistant to the Chancellor with an increased need for clerical support.

Alternative 3: Reduction of two FTE professional positions and the establishment of one new FTE professional position with an increased need for clerical support.

DISCUSSION AND RECOMMENDATIONS

PUBLIC INFORMATION

Discussion.

There is a need for the State Board and the Chancellor to have professional support in their public information responsibilities. There probably is not, however, enough work in this area to justify a full position with clerical support. Rather, it may be more appropriate to assign public information responsibilities to the Assistant to the Chancellor and redistribute some of the Assistant's current duties among the rest of the support staff in the Office of the Chancellor. See the discussion and recommendations under the Assistant to the Chancellor.

Recommendation.

Eliminate the position of Public Information Officer; assign the essential functions associated with this position to the Assistant to the Chancellor.

VICE CHANCELLOR FOR ACADEMIC AFFAIRS AND PLANNING

INDUSTRIAL TRAINING

PLANNING AND EVALUATION

INSTRUCTIONAL PROGRAMS AND STUDENT SERVICES

DATA SERVICES

TABLE XVI

HISTORICAL PROFILE OF STAFFING
FOR
FUNCTIONS PRESENTLY ASSIGNED
TO
VICE CHANCELLOR FOR ACADEMIC AFFAIRS AND PLANNING

AUGUST 1, 1983

OFFICE \ DATE	JULY 1971	JULY 1974	JULY 1978	JULY 1980	JULY 1981	JULY 1982	JULY 1983
Vice Chancellor	-	-	3	2	2	2	(2)[e]
Industrial Training	9	7	9	9	9	9	9
Planning and Evaluation	9[a]	9[a]	11[a]	9	9	8	7
Instructional Programs and Student Services	24[b]	17[c]	8	7	7	5	4
Data Services	12	29	56.5[d]	39.5[d]	39.5[d]	39.5[d]	25
TOTAL	54	62	87.5	66.5	66.5	63.5	45

[a]Includes Director, Research and Planning; Federal Programs Offices; Planning, Evaluation and Research
[b]Includes Director, Curriculum and Instruction: Audio-Visual Laboratory; Curriculum Development Center; and Student Services Office
[c]Includes Audio-Visual Laboratory and Instructional Programs/Student Services
[d]Includes 13.5 positions in the Consolidated Computing Center (VCCS/VCU) funded by VCCS
[e]Functions being filled by Deputy Chancellor pending completion of Study - not included in total here

TABLE XVII

Office: Vice Chancellor — VCCS SYSTEM OFFICES — Page 1 of 1 Pages

Section: Academic Affairs and Planning — FUNCTIONAL ANALYSIS UPDATE — Date: August 1, 1983

DESCRIPTION OF EACH MAJOR ACTIVITY OF THIS SECTION AND FTE PERSONNEL DEVOTED TO THE ACTIVITY.	WORKLOAD MEASURES RELATED TO THE MAJOR ACTIVITY.	MANNER IN WHICH THE MAJOR ACTIVITY RELATES TO ACTIVITIES OF OTHER AGENCIES AND THE COLLEGES.
1	2	3
Major Activity: 1. Provides executive leadership to the VCCS and is responsible for administering the Academic Affairs and Planning division of the System Offices which includes the offices of Planning, Evaluation, Instructional Programs, Student Services, Industrial Training, and Data Services. Also responsible for other specific duties as may be assigned by the Chancellor. FTE Personnel: 1.0 FTE Position*	Workload Measure: 1. • System-level executive management for 23 colleges and 33 campuses in the areas of Academic Affairs and Planning. • Assignments as a member of the Chancellor's staff including committee and task force involvement with external agencies and organizations. • Direct supervisory responsibility for 3 System Offices Directors, and indirect responsibility for 46 staff.	1. Vice Chancellor reports directly to the Chancellor. Duties relate to and support activities of VCCS colleges in the academic affairs and planning areas. Position provides for coordination and liaison activity with State and national external agencies and organizations. Vice Chancellor provides System-level leadership and administration as opposed to college-level responsibilities.
2. Clerical support for correspondence, filing, scheduling, and routine administrative duties. FTE Personnel: 1.0 FTE Position* *Positions currently included in Deputy Chancellor's Office pending completion of this study.	2. Full-time clerical support of the Vice Chancellor's Office. Assistance to offices under Vice Chancellor .	2. No duplication. Directly supports operation of Vice Chancellor's Office.

DISCUSSION AND RECOMMENDATIONS

VICE CHANCELLOR OF ACADEMIC AFFAIRS AND PLANNING

Discussion.

This position is now vacant. One of the most glaring deficiencies of the System Offices, as it is now constituted, is the lack of effective leadership in the instructional area. This must be corrected if the System Offices are to provide the leadership and coordination that is required to meet the expectations described in such documents as the Report of the Governor's Task Force on Science and Technology. (A copy of the recommendations of this Task Force, as they apply to community colleges, is included in Appendix D of this study.)

A position of educational leadership at a level consistent with the Vice Chancellor position is needed. The focus of this position should be sharply defined as one of leadership in instructional services. Service functions, such as data processing, and broader concerns, such as planning and evaluation, should be handled elsewhere.

Special emphasis should be placed on addressing State-wide needs for occupational programs and on articulating community college programs with secondary school programs, senior college programs, and the training activities of other State agencies. Also, such endeavors as developing potentially powerful instructional capabilities through telecommunications on a State-wide basis and providing leadership for developing outcome measures, as required for the proposed new accreditation standards of the Southern Association of Colleges and

Schools, should be high priority concerns of this position.

See the discussion under Instructional Programs and Student Services which will come under this office, for further thoughts on how the services of this division may need to be modified.

Recommendations.

The position of Vice Chancellor of Academic Affairs and Planning should be redefined and retitled Vice Chancellor of Instructional and Student Services.

The scope of this position should include the current Instructional Programs and Student Services Division.

The position should remain a Teaching and Research Administrative position with the salary to be established by the State Board for Community Colleges.

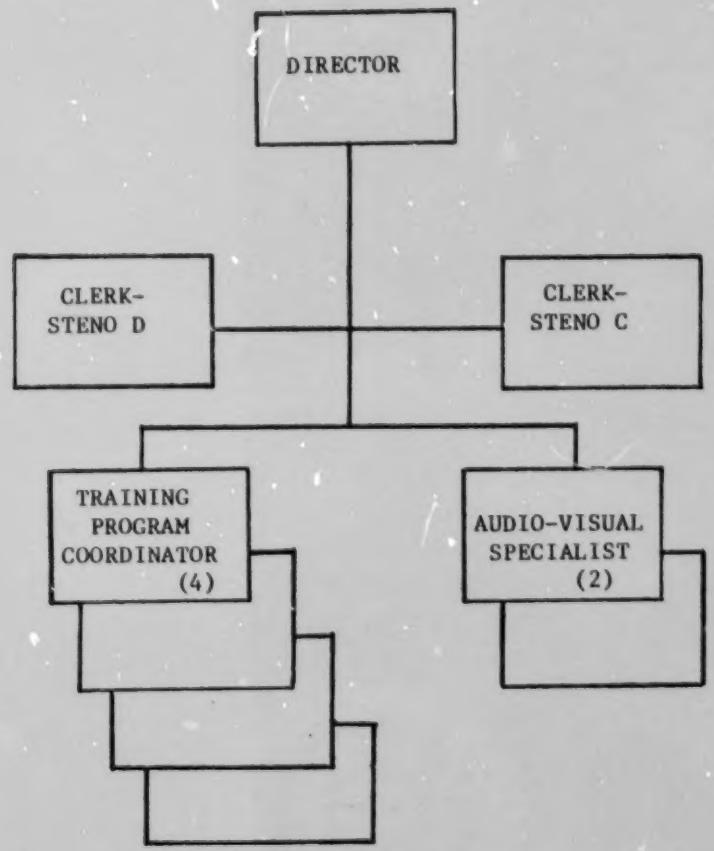

FIGURE 6. INDUSTRIAL TRAINING OFFICE

TABLE XVIII

MANPOWER DISTRIBUTION: INDUSTRIAL TRAINING

INDUSTRIAL TRAINING POSITIONS AND FUNCTIONS AUGUST 1, 1983	PROMOTION OF INDUSTRIAL DEVELOPMENT	PROVIDE JOB TRAINING PROGRAMS	AUDIO-VISUAL SUPPORT FOR TRAINING PROGRAMS	TOTAL
Director (Grade 16)	1.0	-	-	1.0
Industrial Training Coordinator (4 positions) (Grade 12)	1.0	3.0	-	4.0
Audio-Visual Specialist (2 positions) (Grade 11)	-	-	2.0	2.0
Clerk-Steno D (Grade 6)	.8	.2	-	1.0
Clerk-Typist C (Grade 4)	.1	.7	.2	1.0
TOTAL	2.9	3.9	2.2	9.0

TABLE XIX

Office: Academic Affairs & Planning | VCCS SYSTEM OFFICES | Page 1 of 1 Pages

Section: Industrial Training | FUNCTIONAL ANALYSIS UPDATE | Date: August 1, 1983

DESCRIPTION OF EACH MAJOR ACTIVITY OF THIS SECTION AND FTE PERSONNEL DEVOTED TO THE ACTIVITY. 1	WORKLOAD MEASURES RELATED TO THE MAJOR ACTIVITY. 2	MANNER IN WHICH THE MAJOR ACTIVITY RELATES TO ACTIVITIES OF OTHER AGENCIES AND THE COLLEGES. 3
Major Activity: 1. Assist the Division of Industrial Development and other area development agencies in attracting new and expanding industries by promoting Virginia's Industrial Training Program. FTE Personnel: 1.0 FTE Position (See Table XVIII)	Workload Measure: 1. Estimated 100-120 contacts in 1982-83.	1. Complements work of the Governor's Division of Industrial Development and area development agencies. Most colleges don't have resources for significant emphasis in this area. $1.4 million in 1982-83 for training provided by Division of Industrial Development. Does not include salaries for Industrial Training personnel that are funded by the VCCS.
2. Design and provide job training programs to new or expanding industries and "Train-The-Trainer" programs for industry instructors. FTE Personnel: 4.0 FTE Positions (See Table XVIII)	2. 70 training programs in 1982-83 3,135 operators trained 1982-83 257 supervisors/trainers trained 1982-83.	2. Service of Virginia government provided at request of industry. Coordinated, where appropriate, with local educational facilities, equipment and instructors.
3. Develop audio-visual aids for promoting Virginia's Industrial Training Services and audio-visual aids used in industry training programs. FTE Personnel: 2.0 FTE Positions (See Table XVIII)	3. 70+ slide/tape/video/print technical and orientation presentations in 1982-83.	3. Technical service that supports training program needs. Might be available from local educational institutions on a limited basis.

VCCS System Offices

CRITICAL ANALYSIS: INTERVIEW QUESTIONS

OFFICE: Industrial Training

SECTION: -

1. Are the functions of the office/section indispensible to the State Board and/or the Chancellor?

   Industrial Training is a specialized unit of the Virginia Community College System that supports the Commonwealth's commitment to provide manpower training assistance to new and expanding industries and businesses. Its functions directly implement the Governor's initiative to attract new industry and business to Virginia and providing educational and training assistance to ensure that trained labor resources are readily available. They are indispensible to the economic development program of the Commonwealth and relate directly to the Division of Industrial Development's economic development marketing program.

2. Is the current staff in the office/section adequate to perform the office's functions at a minimally acceptable level for the foreseeable future?

   No. Staffing, at present, is minimal to meet the requirements of the functions. However, Virginia's efforts to market the State and thereby attract new business and industry, has resulted in an increased demand for Industrial Training services. As a result of the continuing improvement of the economy, new plant announcements and new jobs created, for the first half of 1983, are the highest recorded since 1977. To meet this increased demand for Industrial Training services, there is a need for additional staff which could be located at the Industrial Training Office.

3. What are the ALTERNATIVES to the current performance of the office's functions that would improve efficiency and effectiveness and minimize FTE positions? Note: This question should examine the potential for eliminating some activities, requiring increased workload of current staff, enhancing automated support, and transferring some or all activities to all colleges or to some colleges, and/or to external agencies.

   Alternative 1: Maintain current functions and increase staffing level as recommended by the report of the Governor's Task Force on Science and Technology. Strengthen the involvement of Industrial Training staff with each VCCS college to provide enhanced capability for both initial training and retraining

OFFICE: Industrial Training

SECTION: -

3. Continued.

to industry and business, and ongoing educational services to meet continuing need for training and upgrading of the labor force. In addition, the VCCS would continue to enhance the effectiveness of the Industrial Training function by increasing cooperative planning and activities with the Governor's Employment Training Division (Job Training Partnership Act projects) and with the Virginia Employment Commission. Increased use of modular training equipment and college instructional resources should enhance Industrial Training's impact on local and regional manpower training needs.

Alternative 2: Recommend increasing current staff by two (one coordinator and one audio-visual specialist) and also provide regional coordinators to assist the colleges in marketing, designing and facilitating training programs and services for industry and business. The Division currently has 59 active Industrial programs and the staff spends 80% of their time at Industrial locations throughout the state.

Alternative 3: Shift all Industrial Training functions and staff to the Governor's Division of Industrial Development. VCCS colleges would work with the Division to identify training needs and acquire training service.

4. What IMPACT would the implemenation of each alternative from Question 3 have on other offices and/or functions in the System Offices, the colleges, or external agencies? Note: This question should examine how a proposed alternative might alter activities, workload, staffing, etc., of other offices in the System Offices, at the colleges, and at other agencies.

Alternative 1: Add one coordinator and audio-visual specialist because of increases in the demand for services created by the marketing efforts of the Division of Industrial Development. The effectiveness of planning and delivery should be enhanced by improved cooperation among state agencies and educational institutions. Budget support for modular equipment and instructional materials would likely increase.

Alternative 2: Add one coordinator and one audio-visual specialist. Industrial Training budget would need to accommodate cost of regional Industrial Training Coordinators.

Alternative 3: Loss of VCCS coordination of statewide industrial training services. Further fragamentation of effort among educational/training providers in the State. Increased staffing requirements for the Division of Industrial Development or that agnecy that would become responsible for VCCS Industrial Training. Potential reduction of 9 FTE positions in the VCCS System Offices.

DISCUSSIONS AND RECOMMENDATIONS

INDUSTRIAL TRAINING

Discussion.

The funding of this division is now split between the Virginia Community College System and the Division of Industrial Development, with funds for the central office staff coming from the VCCS and the funds for the programs coming from Industrial Development. This may have contributed to the perception, heard a number of times in the course of this study, that the Indsutrial Training Division is like a separate agency housed by the VCCS. This perception is unfortunate. The potential for the Industrial Training Division and the colleges to work together as a team is great and the benefits of such teamwork to the colleges and to the Commonwealth are self-evident. There have been times in the past when there was a much higher degree of collaboration than is presently evident.

Consideration has been given to transferring the Industrial Training Division to the Division of Industrial Development. Inasmuch as this is a training function, and inasmuch as the manpower training programs of the Commonwealth are already too fragmented (See the Report of the Governor's Task Force on Science and Technology, Appendix D.), creating yet another training service outside of established educational institutions would appear to be a step in the wrong direction.

The accomplishments of the Industrial Training program are significant. The lack of partnership or involvement between the

colleges and the Industrial Training Division is unfortunate and it is unsatisfactory. What is needed is an Industrial Training program that provides, as a minimum, the services now provided by this division but does it in such a manner that the individual colleges are deeply involved and are in a position to follow up with other appropriate programs when the subsidized industrial training phase has been completed. This study cannot deal with the precise strategies that may be needed to accomplish this goal, but there is no indication that a larger central office organization is needed. What is clear is that (a) Industrial Training must be understood to be an integral part of the educational mission of the VCCS and of the individual colleges that make up the System, and that (b) Industrial Training programs must be coordinated through, but not necessarily by, the colleges.

Recommendations.

The Industrial Training Division performs an essential function that should be retained. The programs do need to be coordinated in a more effective manner. To this end it is recommended that:

(1) The VCCS endeavor to have both the Industrial Training staff and program budgets appropriated as separate line items in the VCCS System Offices budget.

(2) The staffing level for this division should remain constant but consideration should be given to relocating the Industrial Training Coordinators to colleges convenient to the regional offices now being developed by the Division

of Industrial Development.

(3) Procedures should be developed to involve the colleges in all Industrial Training programs from the time of initial contact with an industry that has publically announced its location or expansion decision. (It is understood that confidentiality may require that the Director of the Industrial Training Division conduct some private preliminary discussions with a potential new industry.)

(4) Because of the importance of Industrial Training programs to the overall mission of the VCCS, and to facilitate coordiuation of the programs of this division with the college presidents, the Director of the Industrial Training Division should report directly to the Chancellor, at least for now.

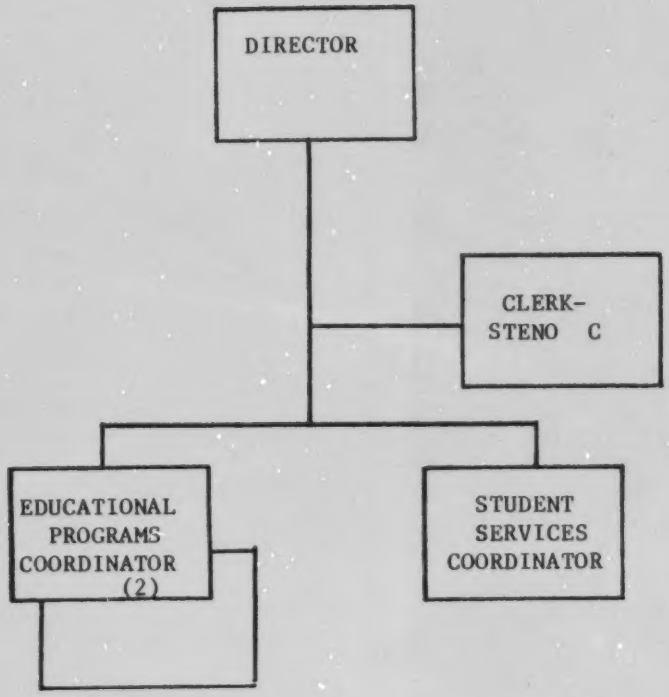

FIGURE 7. INSTRUCTIONAL PROGRAMS AND STUDENT SERVICES OFFICE

VCCS System Offices
August 1, 1983

TABLE XX

MANPOWER DISTRIBUTION: INSTRUCTIONAL PROGRAMS AND STUDENT SERVICES

INSTRUCTIONAL PROGRAMS AND STUDENT SERVICES POSITIONS AND FUNCTIONS AUGUST 1, 1983	PROGRAM DEVELOPMENT	COURSE REVIEW AND APPROVAL	PROGRAM REVIEW AND EVALUATION	COOPERATIVE PROGRAM DEV. AND ARTICULATION	ROUTINE SUPPORT TO SBCC	STUDENT SERVICES	TOTAL
Director (Grade 16)	.05	.03	.05	.05	.02	.05	.25*
Educational Programs Coordinator (2) (Grade 12)	.10	.40	.50	.40	.60	-	2.00
Student Services Coordinator (Grade 12)	-	-	-	-	-	1.00	1.00
Clerk Steno C (Grade 5)	-	.15	.10	-	.35	.40	1.00
TOTAL	.15	.58	.65	.45	.97	1.45	4.25

*See Planning and Evaluation Table for remaining .75 FTE position.

TABLE XXI

Office: Instructional Programs and Student Services

VCCS SYSTEM OFFICES

Section: Instructional Programs

FUNCTIONAL ANALYSIS UPDATE

Date: August 1, 1983

DESCRIPTION OF EACH MAJOR ACTIVITY OF THIS SECTION AND FTE PERSONNEL DEVOTED TO THE ACTIVITY.	WORKLOAD MEASURES RELATED TO THE MAJOR ACTIVITY.	MANNER IN WHICH THE MAJOR ACTIVITY RELATES TO ACTIVITIES OF OTHER AGENCIES AND THE COLLEGES.
1	2	3
Major Activity: 1. Program Development: The System needs to emphasize program development and implementation activities that serve the educational and economic priorities of the Executive Branch. These development activities should center on (1) the education of unemployed or misplaced workers, (2) the delivery of services which provide occupational-technical training required by Virginia business and industry, and (3) the creation of programs for Virginia's high technology sector. (.15 FTE)	Workload Measure: 1. • Assisted colleges with program development activities for 94 degree and 43 non-degree programs. Example activities: Development of a program at Dabney S. Lancaster CC (Career Studies in Business and Industrial Employee Training) Evaluation of credits for Employee Promotion (Fire Science Program)	1. Staff support for the function is incidental, since the two Educational Program Coordinators devote their time mostly to other instructional program functions. The colleges maintain local program development efforts. Industrial Training Division (VCCS) staff determine business-industry training needs and work with the colleges to build programs. Instructional Programs staff work closely with Industrial Development. Ties exist with Department of Education to promote the development of Virginia's occupational-technical education as an articulated effort between the public schools and the community colleges.
103		110

TABLE XXI

Office: Instructional Programs and Student Services	VCCS SYSTEM OFFICES	Page 2 of 6 Pages
Section: Instructional Programs	FUNCTIONAL ANALYSIS UPDATE	Date: August 1, 1983

DESCRIPTION OF EACH MAJOR ACTIVITY OF THIS SECTION AND FTE PERSONNEL DEVOTED TO THE ACTIVITY.	WORKLOAD MEASURES RELATED TO THE MAJOR ACTIVITY.	MANNER IN WHICH THE MAJOR ACTIVITY RELATES TO ACTIVITIES OF OTHER AGENCIES AND THE COLLEGES.
1	2	3
Major Activity: 2. Administration of VCCS course review and approval process. Activities include annual and quarterly review and updates of the VCCS Curriculum Guide and the evaluation of requests for new and revised courses. Also annual discontinuance of courses not used in the last three years. (0.58 FTE)	Workload Measure: 2. • Reviewed 196 College Course Requests (July 1, 1982 - June 30, 1983) • Produced 500 copies of the "VCCS Curriculum Guide" • Produced Quarterly Updates of "VCCS Curriculum Guide" • Reviewed approximately 300 courses and Recommended Discontinuances of 92 Courses • Coordinate review and development of proposed revisions of Secretarial Science section of the Curriculum Guide.	2. VCCS staff is responsible for coordinating course requests from the colleges. VCCS Curriculum Guide provides basis for articulation between community colleges and senior institutions and with secondary schools. Colleges use Guide for curriculum development.

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TABLE XXI

Office: Instructional Programs and Student Services

Section: Instructional Programs

VCCS SYSTEM OFFICES

FUNCTIONAL ANALYSIS UPDATE

Date: August 1, 1983

DESCRIPTION OF EACH MAJOR ACTIVITY OF THIS SECTION AND FTE PERSONNEL DEVOTED TO THE ACTIVITY.	WORKLOAD MEASURES RELATED TO THE MAJOR ACTIVITY.	MANNER IN WHICH THE MAJOR ACTIVITY RELATES TO ACTIVITIES OF OTHER AGENCIES AND THE COLLEGES.
1	2	3
Major Activity: 3. System-wide academic program planning, review, evaluation, and prioritization of existing and proposed degree programs, majors and non-degree programs. Activities include e.g., coordinating the update of the VCCS six-year Curricular Plan, reviewing programs on the basis of their productivity, and adding or discontinuing programs. Vocational program evaluation is a part of this process. (0.65 FTE)	Workload Measure: 3. • Coordinate Six-year Curricular Plan Process - Reviewed 75 degree and 38 non-degree Programs - Review 4 Majors - Coordinate 3 degree program consolidations • Reviewed approximately 35 and Recommend Discontinuance of 26 Programs • Assisted committee in development of Vocational Education evaluation instrument.	3. Degree program development and the six-year Curricular Plan activities are a joint college, System, and SCHEV process. VCCS and college staff review, evaluate, and prioritize proposed programs for SBCC approval. Program productivity review data is generated annually by VCCS staff for the colleges on all programs. SCHEV evaluates degree program productivity biennially. Discontinuance or consolidation of programs may occur at either juncture. Vocational program evaluation is conducted jointly by the System and colleges and results sent to the State Department of Education.

TABLE XXI

Office: Instructional Programs and Student Services

VCCS SYSTEM OFFICES

Section: Instructional Programs

FUNCTIONAL ANALYSIS UPDATE

Date: August 1, 1983

DESCRIPTION OF EACH MAJOR ACTIVITY OF THIS SECTION AND FTE PERSONNEL DEVOTED TO THE ACTIVITY. 1	WORKLOAD MEASURES RELATED TO THE MAJOR ACTIVITY. 2	MANNER IN WHICH THE MAJOR ACTIVITY RELATES TO ACTIVITIES OF OTHER AGENCIES AND THE COLLEGES. 3
Major Activity: 4. Cooperative Program Development and Articulation. Activities include promotion and facilitation of cooperative and joint planning and development within VCCS; promotion of articulated programs with secondary schools, colleges and universities; coordination of information, dissemination of regulations and legislation pertaining to program areas. (0.45 FTE)	Workload Measure: 4. • Assisted with 1983 State Transfer Guide. • Assisted in development of 6 college competency-based education models for articulation. • Development of 15 VCCS cooperative programs. • Coordination of annual joint meeting of VCCS Deans of Instruction and local vocational administrators. • Example of State-wide cooperative program coordination: Coordination of State-wide Cooperative training program between Virginia Police Academy "satellite" offices and colleges providing training in the "satellite" areas.	4. These activities are on-going at all levels--colleges, System Office, State Department of Education, and SCHEV. The VCCS staff is knowledgeable of programs being developed across the State and able to promote cooperation initially. Provides continuity of educational programs through direct contact with the Virginia State Police Academy.

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TABLE XXI

Office: Instructional Programs and Student Services

VCCS SYSTEM OFFICES

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Section: Instructional Programs

FUNCTIONAL ANALYSIS UPDATE

Date: August 1, 1983

DESCRIPTION OF EACH MAJOR ACTIVITY OF THIS SECTION AND FTE PERSONNEL DEVOTED TO THE ACTIVITY. 1	WORKLOAD MEASURES RELATED TO THE MAJOR ACTIVITY. 2	MANNER IN WHICH THE MAJOR ACTIVITY RELATES TO ACTIVITIES OF OTHER AGENCIES AND THE COLLEGES. 3
Major Activity:	Workload Measure:	
5. Routine Tasks necessary to support the State Board and System Offices management. (0.97 FTE)	5. • Curriculum and Program Committee Agenda	No duplication
	• Quantity: 10-12 per year (1 per Board Meeting)	
Total FTE Personnel: 2.80 FTE Positions (See Table XX)	• Review and Revision of Chapter 5 VCCS Policy Manual	No duplication
	• Maintain an inventory of approved programs by college as well as an inventory of discontinued programs	No duplication
	• Responding to approximately 40 surveys and questionnaires annually	No duplication
	• Updating of 4 major Instructional Program publications	No duplication

TABLE XXI

Office: Instructional Programs and Student Services

VCCS SYSTEM OFFICES

Section: Instructional Programs

FUNCTIONAL ANALYSIS UPDATE

Date: August 1, 1983

DESCRIPTION OF EACH MAJOR ACTIVITY OF THIS SECTION AND FTE PERSONNEL DEVOTED TO THE ACTIVITY. 1	WORKLOAD MEASURES RELATED TO THE MAJOR ACTIVITY. 2	MANNER IN WHICH THE MAJOR ACTIVITY RELATES TO ACTIVITIES OF OTHER AGENCIES AND THE COLLEGES. 3
	Workload Measure:	
	• Conducting approximately 200 special studies or data gathering at the request of the State Board, Chancellor, Deputy Chancellor and Director.	No duplication
	• Coordinate of programatic activities with SCHEV or required by State Board	No duplication
	• Interpretation of State Board policy	No duplication
	• Coordinate and follow-up of approximately 26 VCCS meetings and workshops for Deans of Instruction, Directors of Continuing Educ., Curricula Faculty groups, etc.	No duplication

TABLE XXII

Office: Instructional Programs and Student Services

VCCS SYSTEM OFFICES

Page 1 of 7 Pages

Section: Student Services

FUNCTIONAL ANALYSIS UPDATE

Date: Aug. 1, 1983

DESCRIPTION OF EACH MAJOR ACTIVITY OF THIS SECTION AND FTE PERSONNEL DEVOTED TO THE ACTIVITY.	WORKLOAD MEASURES RELATED TO THE MAJOR ACTIVITY.	MANNER IN WHICH THE MAJOR ACTIVITY RELATES TO ACTIVITIES OF OTHER AGENCIES AND THE COLLEGES.
1	2	3
Major Activity: Provides for coordination, evaluation, and policy development for systemwide student services/development activities; Admission and Records, Co-Curricular Activities, Counseling, Student Financial Aid, Student Affairs, etc.		
1.1 Coordination and monitoring of the implementation and operation of all VCCS Student Services/Development policies and procedures. (FTE: .50)	Workload Measure: 2.1 Coordinates, advises, and assists 23 community colleges with the implementation and operation of VCCS policies, procedures and activities related to 9 student services areas--Admissions and Records, Student Financial Aid, Counseling, Articulation, Co-Curricular Activities, Student Affairs (discipline and social regulations, etc.), Special Programs (Handicapped, Learning Disabled, Disadvantaged), Student Recruitment and Retention.	3.1 Provides leadership and liaison for VCCS colleges, system office, and other agencies (SCHEV, Attorney General's Office, Virginia State Library, Virginia Education Loan Authority, U.S. Department of Education, U.S. Department of Justice (INS), etc.) by establishing compatibility and uniformity in the application, implementation, and operation of VCCS Student Services/Development Policies, procedures, programs and activities. Provides mechanism for clarifying, interpreting and monitoring policies and procedures established by State Board for Community Colleges. Provides for coordination and conduct of meetings, and committees involving VCCS colleges on Student Services/Development matters.

TABLE XXII

Office: Instructional Programs and Student Services

VCCS SYSTEM OFFICES

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Section: Student Services

FUNCTIONAL ANALYSIS UPDATE

Date: Aug. 1, 1983

DESCRIPTION OF EACH MAJOR ACTIVITY OF THIS SECTION AND FTE PERSONNEL DEVOTED TO THE ACTIVITY.	WORKLOAD MEASURES RELATED TO THE MAJOR ACTIVITY.	MANNER IN WHICH THE MAJOR ACTIVITY RELATES TO ACTIVITIES OF OTHER AGENCIES AND THE COLLEGES.
1	2	3
	Identifies professional development needs of Student Services personnel among 23 community colleges in 3 VCCS Student Services areas--VCCS Admissions and Records, Counseling and Co-Curricular Activities.	Utilizes resources from community college Admissions and Records, Counseling, and Co-Curricular Activities Personnel; American College Testing Program, Virginia Counselor Association, VCCS Data Services, and Appalachia Educational Laboratory, Attorney General's Office.
	Plans and conducts approximately 4 systemwide meetings (Admission and Records, Student Financial Aid, Co-Curricular Activities, Counseling/Counselor) and 3 workshops (Handicapped and Disabled Students, Career Development for Students, Foreign Students, Use of Computers/Data Processing in Admissions and Records) annually.	Utilizes community college Deans of Student Services and Student Services Regional Representatives.
	Coordinates, reviews, and prepares revision of 9 VCCS forms related to VCCS Student Services.	Utilizes input from 22 of the community colleges, VCCS Purchasing, and the Office of Graphic Communications (State), responsibility for VCCS forms design.
	Initiated and conducted preliminary activity (analysis, survey, regional meetings) for the evaluation of 5 major VCCS programs	Utilizes input from community college Student Service Personnel and Deans of Student Services.

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TABLE XXII

Office: Instructional Programs and Student Services

VCCS SYSTEM OFFICES

Page 3 of 7 Pages

Section: Student Services

FUNCTIONAL ANALYSIS UPDATE

Date: Aug. 1, 1983

DESCRIPTION OF EACH MAJOR ACTIVITY OF THIS SECTION AND FTE PERSONNEL DEVOTED TO THE ACTIVITY. 1	WORKLOAD MEASURES RELATED TO THE MAJOR ACTIVITY. 2	MANNER IN WHICH THE MAJOR ACTIVITY RELATES TO ACTIVITIES OF OTHER AGENCIES AND THE COLLEGES. 3
	/activities--Admissions and Records, Counseling, Co-Curricular Activities, Student Financial Aid, and Student Affairs.	
1.2 Initiates, coordinates and conducts continuous reviews and revisions of VCCS Student Services/Development policies and applicable procedures. (FTE: .30)	2.2 Coordinates the review and revision of 5 subsections of Section 5 of the VCCS Policy Manual. Develops (writes), coordinates the review, and prepares revisions of 7 subsections of Section 6 of the VCCS Policy Manual. Advises in the revisions of 2 subsections of Section 4 of the VCCS Policy Manual. Develops and coordinates the implementation of guidelines for VCCS extramural sports and athletic program.	3.2 Provides mechanism for collecting, analyzing, and developing college input regarding VCCS policy and procedures.

TABLE XXII

Office: Instructional Programs and Student Services

VCCS SYSTEM OFFICES

Page 4 of 7 Pages

Section: Student Services

FUNCTIONAL ANALYSIS UPDATE

Date: Aug . 1, 1983

DESCRIPTION OF EACH MAJOR ACTIVITY OF THIS SECTION AND FTE PERSONNEL DEVOTED TO THE ACTIVITY. 1	WORKLOAD MEASURES RELATED TO THE MAJOR ACTIVITY. 2	MANNER IN WHICH THE MAJOR ACTIVITY RELATES TO ACTIVITIES OF OTHER AGENCIES AND THE COLLEGES. 3
1.3 Produces and coordinates information, publications, and reports relative to VCCS Student Services/Development for VCCS System Offices, VCCS Colleges, State and Federal Agencies and general public. (FTE: .10)	2.3 Annually produces and revises/updates VCCS Educational Programs and Services Handbook for distribution among 23 community colleges, approximately 457 high schools, 3 universities, and 4 educational/state agencies. Annually produces and revises/updates VCCS Financial Aid Reporting System User's Manual for disbribution and utilization by 23 community colleges. Annually produces and revises/updates Guidelines for Processing the VCCS Application for Admission Manual for distribution and utilization by 23 community colleges. Annually produces Fiscal Operations/OCR B3 Report (Student Financil Aid). Annually produces VCCS Foreign Student Report.	3.3 No Duplication. Responsibility for the management of the VCCS Financial Aid Reporting System (Federal OCR-B3 Reports). Responsibility for the management of VCCS application procedures.

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TABLE XXII

Office: Instructional Programs and Student Services

VCCS SYSTEM OFFICES

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Section: Student Services

FUNCTIONAL ANALYSIS UPDATE

Date: Aug. 1, 1983

DESCRIPTION OF EACH MAJOR ACTIVITY OF THIS SECTION AND FTE PERSONNEL DEVOTED TO THE ACTIVITY. 1	WORKLOAD MEASURES RELATED TO THE MAJOR ACTIVITY. 2	MANNER IN WHICH THE MAJOR ACTIVITY RELATES TO ACTIVITIES OF OTHER AGENCIES AND THE COLLEGES. 3
	Produces information for the production of the OCR B1 Report (Applications, Admissions, Enrollments). Develops formulas/methodologies for the allocation of SSIG (SCHEV) funds and State funds (VTGP) of The Virginia Plan among 23 colleges for student financial assistance. Prepares (drafts), on an annual basis, approximately 2-3 responses for Chancellor, Deputy Chancellor, Director to inquiries from other agencies regarding VCCS Student Services programs and activities. Receives and responds to approximately 45-50 inquiries annually regarding VCCS educational programs and services. Provides information and referral services for other agencies, educational institutions and general public relative to VCCS instructional and student services programs/activities.	Utilizes application, admission, and enrollment information of 23 community colleges to fulfill SCHEV directives or requirements.

TABLE XXII

Office: Instructional Programs and Student Services

VCCS SYSTEM OFFICES

Page 6 of 7 Pages

Section: Student Services

FUNCTIONAL ANALYSIS UPDATE

Date: Aug. 1, 1983

DESCRIPTION OF EACH MAJOR ACTIVITY OF THIS SECTION AND FTE PERSONNEL DEVOTED TO THE ACTIVITY.	WORKLOAD MEASURES RELATED TO THE MAJOR ACTIVITY.	MANNER IN WHICH THE MAJOR ACTIVITY RELATES TO ACTIVITIES OF OTHER AGENCIES AND THE COLLEGES.
1	2	3
1.4 Identifies and establishes functional linkages/networks within VCCS System Offices, among VCCS colleges, state and federal agencies, and professional associations. (FTE: .10) Total FTE Personnel: 1.45 FTE Positions (Includes .40 FTE of clerical support and .05 FTE of Director) See Table XX	2.4 Performs coordination with approximately 19 offices, agencies, and professional associations/organizations relative to VCCS Student Services.	3.4 VCCS Purchasing(Admissions and Records forms and procurement procedures); Data Services (Student Financial Aid FISOPS/OCR B3 Reports, Admissions and Records OCR B1 Report, Financial Aid Reporting System Manual, and Guidelines for Processing VCCS Applications Manual); VCCS Audit (Admissions and Records policies and procedures, Student Financial Aid regulations and procedures); VCCS Comptroller (Student Financial Aid VELA regulations and procedures, Registration, and Co-Curricular Activities administration of local funds); VCCS Planning and Evaluation (Admission and application procedures, Registration, FISOPS/OCR B3 Reports); Virginia State Library (Admissions and Records retention and disposal of student records, and microfilming of student records); Attorney General's Office (Legal implications of policies and procedures relative to Admissions and Records, Student Financial Aid, Co-Curricular Activities, Counseling, Handicapped and Disabled Students, Residency/Domicile); Virginia Council for the Deaf (Special Services for hearing-impaired students); Virginia Department for the Visually Handicapped (Special Services

TABLE XXII

Office: Instructional Programs and Student Services

VCCS SYSTEM OFFICES

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Section: Student Services

FUNCTIONAL ANALYSIS UPDATE

Date: Aug . 1, 1983

DESCRIPTION OF EACH MAJOR ACTIVITY OF THIS SECTION AND FTE PERSONNEL DEVOTED TO THE ACTIVITY.	WORKLOAD MEASURES RELATED TO THE MAJOR ACTIVITY.	MANNER IN WHICH THE MAJOR ACTIVITY RELATES TO ACTIVITIES OF OTHER AGENCIES AND THE COLLEGES.
1	2	3
		for the visually-impaired student); VCCS EEO (Student Financial Aid FISOPS/OCR B3 Report, Student Recruitment and Retention of The Virginia Plan, Handicapped and Disabled Students); Educational Testing Services (Updating/revision of Virginia high school CEEB Codes for Admissions and Records); NASFAA (Student Financial Aid); NAFSA (VCCS policies, workshops and counseling); Alcoholic Beverage Commission (Acquisition of licenses for Co-Curricular Activities); U.S. Department of Justice--Immigration and Naturalization Service--(Foreign Student admission regulations and procedures); Virginia Education Loan Authority (Student Financial Aid Guaranteed Student Loans); SCHEV (Student Financial Aid regulation and procedures, Student Financial Aid allocation formulas/methods for VCCS colleges); American College Testing Program (Student Recruitment and Retention, Career Development, Academic Advising).
	Serves on SCHEV Financial Advisory Committee, Governor's Education Committee on Needs of Handicapped Persons, SCHEV's Virginia Transfer Grant Program Committee, SCHEV's Committee on Residency/Domicile Law (Code 23-7)--Total=10 meetings annually.	

VCCS System Offices

CRITICAL ANALYSIS: INTERVIEW QUESTIONS

OFFICE: Instructional Programs and Student Services

SECTION: Instructional Programs and Student Services

1. Are the functions of the office/section indispensible to the State Board and/or the Chancellor?

The Instructional Programs and Student Services Offices support the State Board in the development of its statewide plans and policies pertaining to the colleges' academic programs and student services activities. Staff in these offices provide management and oversight information required by the State Board to assure that Board plans and policies are being effectively implemented. The instructional programs and student services functions are tied to System and college academic program planning, State Council curricular program planning, the evaluative activities of the State Council and external accrediting agencies, and the state-wide and local education and student services needs related to occupational-technical, college transfer, and continuing education. Duplication of State Council, community college, and other agency activities is minimal, since VCCS academic program planning, review, and evaluation occur to satisfy State Board policies. Information exchanged with state and federal agencies is, to a considerable extent, of a type required by the Code of Virginia or federal laws and regulations. Staff are involved with coordinating activities which support joint academic and student services planning and articulation projects required by state agencies, the education units reporting to the Secretary of Education, and Virginia businesses and industries.

2. Is the current staff in the office/section adequate to perform the office's functions at a minimally acceptable level for the foreseeable future?

No. Explain? *Level of three professionals and one secretary is inadequate to undertake the projects identified in the VCCS Master Plan, the Governor's education goals, and the recommendations of the Governor's Task Force on Science and Technology.*

OFFICE: Instructional Programs and Student Services

SECTION: Instructional Programs and Student Services

3. What are the ALTERNATIVES to the current performance of the office's functions that would improve efficiency and effectiveness and minimize FTE positions? Note: This question should examine the potential for eliminating some activities, requiring increased workload of current staff, enhancing automated support, and transferring some or all activities to all colleges or to some colleges, and/or to external agencies.

Alternative 1: Keep Instructional Programs and Student Services positions at the same level: three (3) professionals and one (1) clerical. No changes would be made in responsibilities.

Alternative 2: Maintain the three (3) Community College Educational Programs Coordinators and the one (1) Secretary currently in the unit. Change responsibilities of the Coordinator now working full-time at Student Services activities so that .5 FTE may be added to the Instructional Programs function, thereby reducing the service-to-the-colleges portion of Student Services activities and allowing the Student Services policy-related function to receive .5 FTE staffing.

Alternative 3: Increase staff in the Instructional Programs and Student Services Office by hiring an individual who has the experience and educational qualifications of a college president or dean of instruction. The addition of a director-level position would provide the leadership necessary to implement the State Board's Educational Master Plan goals and objectives, achieve the Governor's education and training goals, and develop in concert with the colleges the programs that serve Virginians' occupational-technical, college transfer, and continuing education needs. A second position, that of Production Control Technician, grade level 6, would be added to provide the technical assistance required to automate paperwork and free professionals in Instructional Programs and Student Services from the routine clerical tasks which currently burden them.

4. What IMPACT would the implementation of each alternative from Question 3 have on other offices and/or functions in the System Offices, the colleges, or external agencies? Note: This question should examine how a proposed alternative might alter activities, workload, staffing, etc., of other offices in the System Offices, at the colleges, and at other agencies.

Alternative 1: Minimal impact and no change in the level of academic program and student services activities.

OFFICE: Instructional Programs and Student Services

SECTION: Instructional Programs and Student Services

4. Continued

Alternative 2: No change in staff level; however, Instructional Programs would receive .5 FTE staff assistance from the Educational Programs Coordinator now working full-time at Student Services activities.

Alternative 3: Increasing the Instructional Programs and Student Services staff by one director-level position and one grade level 6 position would enhance the state-wide planning, program development, and the delivery of academic programs and student services activities.

DISCUSSION AND RECOMMENDATIONS

INSTRUCTIONAL PROGRAMS AND STUDENT SERVICES

Discussion.

It is difficult, from the information provided in the Functional Analysis Update or the interviews, to determine precisely what is being done in this division. The statements tend to be vague, generalized, and in some instances questionable. What is apparent is that "the urgent has completely crowded out the important." All efforts seem to be directed toward routine approvals, "keeping the curriculum guide up to date," etc. Program development, articulation, and leadership are being addressed either lightly or not at all.

The need for all of the services and coordination described in the Student Services narrative needs to be reconsidered. There is no doubt that there should be someone in this division that has broad knowledge and appreciation of student services, but this is probably not a separate full-time position.

This whole section must either be strengthened or eliminated. To eliminate it would remove all coordination of instructional programs from the System Offices, an unsatisfactory solution. The current professional staff appears to be made up of capable individuals who desire to do what is needed. What is lacking is a sense of direction and adequate support services to handle the routine record keeping.

See the discussion under Vice Chancellor of Academic Affairs and Planning for further information on this topic.

Recommendations.

A Vice Chancellor should be appointed to head this section. (See the corresponding recommendation under the Vice Chancellor of Academic Affairs and Planning. This is the same positon.)

The present professional staff should be retained but the distinction between the Educational Program Coordinators and the Student Services Coordinator should be eliminated. All three professionals should be able to handle appropriate projects in whichever general area they are needed.

A paraprofessional position, such as a Production Control Technician (Grade Level 6), should be added to the staff of this division to handle the routine tasks associated with course and program approvals and the maintenance of the Curriculum Guide.

The present clerical staff (1 Clerk Steno) should be adequate to support this section, including the Vice Chancellor, if appropriate use is made of the Executive Support Center. The clerical position should, however, be upgraded to a Clerk Steno D position to be consistent with other positions supporting personnel at this level.

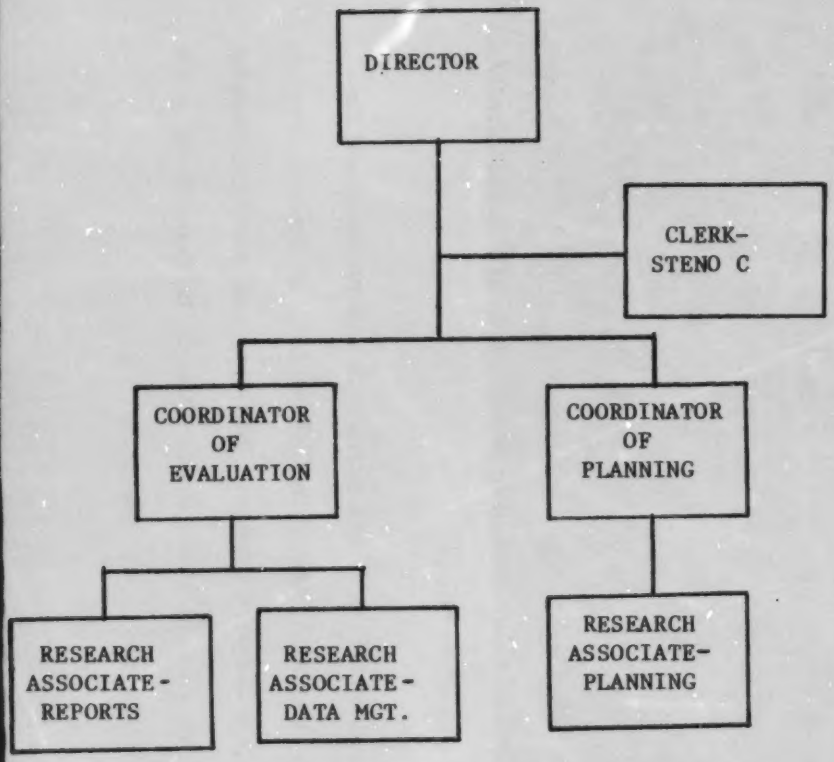

FIGURE 8. PLANNING AND EVALUATION OFFICE

VCCS System Offices
August 1, 1983

TABLE XXIII

MANPOWER DISTRIBUTION: PLANNING & EVALUATION

PLANNING AND EVALUATION POSITIONS AND FUNCTIONS AUGUST 1, 1983	ENROLLMENT ASSESSMENTS AND PROJECTIONS	PLANNING	EVALUATION			TOTAL
			SPECIAL STUDIES	DATA MANAGEMENT AND ANALYSIS	CENTRALIZED DATA REPORTING	
Director (Grade 16)	.20	.20	.15	.10	.10	.75*
Coordinator of Planning (Grade 13)	-	.80	.20	-	-	1.00
Coordinator of Evaluation (Grade 13)	-	-	1.00	-	-	-
Research Associates (Grade 12) (3 Positions)	.10	.90	.20	.90	.90	3.00
Clerk-Steno C	.20	.20	.20	.20	.20	1.00
TOTAL	.50	2.10	1.75	1.20	1.20	6.75

*See Instructional Programs and Student Services Table for remaining .25 FTE position.

TABLE XXIV

Office: Planning and Evaluation | VCCS SYSTEM OFFICES | Page 1 of 1 Pages

Section: Planning | FUNCTIONAL ANALYSIS UPDATE | Date: August 1, 1983

DESCRIPTION OF EACH MAJOR ACTIVITY OF THIS SECTION AND FTE PERSONNEL DEVOTED TO THE ACTIVITY. 1	WORKLOAD MEASURES RELATED TO THE MAJOR ACTIVITY. 2	MANNER IN WHICH THE MAJOR ACTIVITY RELATES TO ACTIVITIES OF OTHER AGENCIES AND THE COLLEGES. 3
Major Activity: 1. Develop a comprehensive planning process and Master Plan for the VCCS. FTE Personnel: 1.05 FTE Positions* (See Table XXIII) 2. Master Plan implementation and management. FTE Personnel: 0.2 FTE Position* (See Table XXIII) 3. Special planning-related projects, e.g., HR91 study, articulation study, functional analysis study, etc. FTE Personnel: 0.85 FTE Position* (See Table XXIII) *Based on 1982-83. 1983-84 workload emphasis should shift from Activity 1 to Activity 2 (implementation), with Activity 3 remaining approximately the same.	Workload Measure: 1. 70 steering committee, task force and special committee meeting. System-wide symposium and planning workshop. Multiple consultations with central staff, all 23 colleges and various external groups. National survey on planning activities and outcomes. Development of master plan documents including data and narrative, editing and technical design of documents. 2. Design and management of implementation process for objectives and projects included in Master Plan. (Currently in initial stages. Implementation workload not finalized). 3. Estimated 12 major planning-related projects in 1982-83.	1. Function interfaces with college master planning, SCHEV 6-yr. curricular planning and various other planning processes of State agencies. Duplicates only to the extent that VCCS master planning extracts, in part, information from other system/State level planning. Distinctive in analyzing information to allow SBCC to set system-wide direction and policy. Also facilitates integration of college and State-level planning. 2. Some specific activities are both coordinated and performed at the central system level. Other activities involve coordination of project teams and committees or review/monitoring of college level activity, i.e., college master planning. 3. Most projects are initiated by external State agencies or national organizations (EX. AACJC surveys) and assigned by management. They generally require a System-level perspective or data and do not duplicate college level work.

VCCS System Offices

CRITICAL ANALYSIS: INTERVIEW QUESTIONS

OFFICE: Planning and Evaluation

SECTION: Planning

1. Are the functions of the office/section indispensible to the State Board and/or the Chancellor?

   Yes, Why? What specific mandate? *The Planning Office produces and updates the VCCS Master Plan and special planning studies that provide the State Board with information needed for its management and oversight of community colleges' academic services and administrative operations. The function interfaces with college master planning, State Council curricular planning, and the resource planning of the Commonwealth Planning and Budgeting System. Duplication occurs only to the extent that VCCS master planning extracts, in part, information from other on-going college and state agency planning. Planning at the System Offices is distinctive in that information is analyzed in order for the State Board to set System-wide direction and policy. Staff are increasingly involved with coordinating activities which support joint planning projects required by state agencies, the educational units reporting to the Secretary of Education, and Virginia businesses and industries.*

2. Is the current staff in the office/section adequate to perform the office's functions at a minimally acceptable level for the foreseeable future?

   Yes. Level of two staff is sufficient to meet current planning project demands; however, the level is insufficient if the number of special planning projects increases.

3. What are the ALTERNATIVES to the current performance of the office's functions that would improve efficiency and effectiveness and minimize FTE positions? Note: This question should examine the potential for eliminating some activities, requiring increased workload of current staff, enhancing automated support, and transferring some or all activities to all colleges or to some colleges, and/or to external agencies.

   There are two alternatives to performing the Planning Office's functions.

   Alternative 1: Maintain current level of planning activities and staffing. Prioritize the VCCS Master Plan goals and objectives which encompass a greater number of tasks than two staff can accomplish. Curtail the number of special planning projects assigned to staff so that projects related to the VCCS Master Plan may receive primary attention.

OFFICE: Planning and Evaluation

SECTION: Planning

3. Continued.

Alternative 2: Reduce Planning Office staff from 2 persons to one. Such a reduction would be based on the idea of severely limiting the studies and activities which support VCCS master planning and eliminating many of the special projects which VCCS management assigns to planning staff.

4. What IMPACT would the implementation of each alternative from Question 3 have on other offices and/or functions in the System Offices, the colleges, or external agencies? Note: This question should examine how a proposed alternative might alter activities, workload, staffing, etc., of other offices in the System Offices, at the colleges, and at other agencies.

Alternative 1: Minimal impact if data management and analysis support in the Evaluation Office is maintained in the new organizational structure.

Alternative 2: Loss of one position (assuming it to be the Research Associate for Planning) would deprive the State Board of some information needed to satisfy its planning responsibilities. Since the two staff members completed 12 major planning-related projects in 1982-83, the one remaining staff member could complete 6 projects such as the VCCS functional analysis transfer guide project, and interagency planning for, e.g., Virginia unemployed.

TABLE XXV

Office: Planning and Evaluation

Section: Evaluation

VCCS SYSTEM OFFICES

FUNCTIONAL ANALYSIS UPDATE

Date: August 1, 1983

DESCRIPTION OF EACH MAJOR ACTIVITY OF THIS SECTION AND FTE PERSONNEL DEVOTED TO THE ACTIVITY.	WORKLOAD MEASURES RELATED TO THE MAJOR ACTIVITY.	MANNER IN WHICH THE MAJOR ACTIVITY RELATES TO ACTIVITIES OF OTHER AGENCIES AND THE COLLEGES.
1	2	3
Major Activity: 1. Design quantitative and qualitative study methodologies to include criteria, standards, procedures and schedules for system-wide evaluative studies of academic programs; analyze data and prepare final study reports. FTE Personnel: 0 7 FTE Position (See Table XXIII) 2. Coordination and development of studies as requested by the Chancellor and outside agencies. FTE Personnel: 1.05 FTE Positions (See Table XXIII)	Workload Measure 1. Four methodologies were developed during 1982-83: • VCCS Voc. Ed. Evaluations • VCCS Developmental Study • VEDS Reporting System • SCHEV Developmental Studies Evaluations 2. During 1982-83, approximately 35 studies, reports, papers, and/or survey responses were completed by the section. Examples include: (1) Survey on Technological Innovation requested by the National Governor's Task Force; (2) AACJC Survey of Allocation and Administration of Federal Vocational Funds; (3) Survey of Curricula and Awards - South Carolina State Board for Technical and Comprehensive Education; (4) Exxon survey - "Dimensions Opinion Study" of the Virginia educational environment; (5) Analysis of VCCS facilities utilization data; (6) Analysis of VCCS student migration data.	1. 1. SCHEV conducts systematic qualitative and quantitative evaluations of two-year (degree programs only) and four-year academic programs. Evaluation of degree and non-degree vocational education programs is a federally mandated activity, administered by the state by the Department of Education. Some colleges also conduct independent program evaluations. 2. These studies are usually systemwide in nature. They are distinct from those of other agencies and colleges in that they are special one time studies and reports that focus upon regional and system-wide VCCS issues of concern to VCCS executive managers, Board members, and State and national organizations concerned with education.

TABLE XXV

Office: Planning and Evaluation | VCCS SYSTEM OFFICES | Page 2 of 4 Pages

Section: Evaluation - Data Management and Analysis | FUNCTIONAL ANALYSIS UPDATE | Date: August 1, 1983

DESCRIPTION OF EACH MAJOR ACTIVITY OF THIS SECTION AND FTE PERSONNEL DEVOTED TO THE ACTIVITY. 1	WORKLOAD MEASURES RELATED TO THE MAJOR ACTIVITY. 2	MANNER IN WHICH THE MAJOR ACTIVITY RELATES TO ACTIVITIES OF OTHER AGENCIES AND THE COLLEGES. 3
Major Activity: This activity provides management information concerning factors and patterns of enrollment; characteristics of students & faculty; productivity of faculty, disciplines, & programs; costs of programs & disciplines; and the utilization of instructional space. This information is provided for the System, colleges, & external agencies. Data management includes: a) the central coordination of VAIEP, FUSE, and PAS systems & other data requests; b) Specifying, obtaining, & formatting information for data systems and modifying & maintaining existing systems. Data Analysis includes file creation & manipulation to extract data elements & subsets of data; data descriptions & summaries; and statistical analysis. FTE Personnel: 0.90 FTE Position (See Table XXIII)	Workload Measure: Summary of major projects completed during 1982-83. • 2 Cost Studies. • Primary responsibility for projects concerned with Facilities Utilization, Transfer Articulation Data, and Census Data. • Development of procedures for various data systems including VAIEP, PAS, Census and AKT. • Various enrollment data activities. • Data management support to Systemwide developmental studies project, VCCS Master Plan, and other projects. • Computer system design consultations. • Staff training in use of SAS software.	Data Management: Planning and Evaluation provides for the Systemwide management of several intricate data systems and the office is responsible for the release of information to state agencies and the colleges. Colleges are now involved in the processing of information systems mandated by State Council. State Council only collects final files. Colleges perform certain edit/update functions. Data Analysis: Some colleges are involved in varied data analysis activities, but none is concerned with producing System-level data.

TABLE XXV

Office: Planning and Evaluation
Section: Evaluation - Centralized Data Reporting

VCCS SYSTEM OFFICES

FUNCTIONAL ANALYSIS UPDATE

Date: August 1, 1983

DESCRIPTION OF EACH MAJOR ACTIVITY OF THIS SECTION AND FTE PERSONNEL DEVOTED TO THE ACTIVITY. 1	WORKLOAD MEASURES RELATED TO THE MAJOR ACTIVITY. 2	MANNER IN WHICH THE MAJOR ACTIVITY RELATES TO ACTIVITIES OF OTHER AGENCIES AND THE COLLEGES. 3
Major Activity: 1. Provide mandated statistical data reports to Federal agencies (NCES & OCR through the HEGIS, VEDS, and OCR Reporting Systems) and SCHEV on student admissions and enrollments, graduates, and faculty for twenty-three colleges. FTE Personnel: 0.6 FTE Position (See Table XXIII) 2. Provide college specific and VCCS summary data and data analyses for the State Board, Chancellor and Deputy Chancellor, and college Presidents. FTE Personnel: 0.3 FTE Position (See Table XXIII)	Workload Measure: 1. 40 mandated reports in 1982-83. 2. 12 assessments in 1982-83 of which 7 were quarterly and annually and 5 special.	1.-2. The mandated reports for the twenty-three colleges are generated solely at the System Offices. The summary data and analyses are developed quarterly, annually, and on an ad hoc basis at the System Offices only. Both the mandated reports and the summary data are developed from a centralized and computerized data system.

TABLE XXV

Office: Planning and Evaluation
Section: Enrollment Assessment and Projections

V C C S S Y S T E M O F F I C E S

FUNCTIONAL ANALYSIS UPDATE

Date: August 1, 1983

DESCRIPTION OF EACH MAJOR ACTIVITY OF THIS SECTION AND FTE PERSONNEL DEVOTED TO THE ACTIVITY. 1	WORKLOAD MEASURES RELATED TO THE MAJOR ACTIVITY. 2	MANNER IN WHICH THE MAJOR ACTIVITY RELATES TO ACTIVITIES OF OTHER AGENCIES AND THE COLLEGES. 3
Major Activity:	Workload Measure:	
1. Enrollment Assessment: Enrollment definitions and policies of the System are used to review and assess the colleges' registration processes and counts of enrollment by student classifications and program enrollments. The System's central enrollment files are the official source of VCCS and college enrollment data.	1. Approximately 12 major assessments in 1982-83.	1. SCHEV and VCCS enrollment planning requires periodic enrollment assessments; VCCS-college academic and administrative management also entail enrollment assessments and reports. Faculty/staff allocations capital outlay, budget cost data and productivity data are, e.g., outcomes of enrollment assessments.
2. Projecting Enrollments: SCHEV and VCCS enrollment projection procedures are used to determine VCCS-college enrollment levels and provide a rationale for such enrollment targets.	2. 3-4 major enrollment projection processes completed in 1982-83.	2. The State Council of Higher Education for Virginia has the statutory responsibility for approving 4- and 2-year college enrollment projections; however, the System has assumed the crucial role of determining the colleges' proportionate share of VCCS projected totals. The System also has the responsibility for developing a rationale and a plan for attaining enrollment targets.
FTE Personnel: 0.50 FTE Positions (See Table XXIII)		

VCCS System Offices

CRITICAL ANALYSIS: INTERVIEW QUESTIONS

OFFICE: Planning and Evaluation

SECTION: Evaluation

1. Are the functions of the office/section indispensible to the State Board and/or the Chancellor?

   The Evaluation Section provides the State Board with information required for planning, policy decision-making, and oversight. To meet State Board requirements for information and reports, the Evaluation staff produce (1) enrollment projections and profiles; (2) data analyses on students, faculty and personnel, academic programs and services, instructional costs and productivity, and space utilization; (3) evaluative studies on college transfer, occupational-technical, and developmental education programs and courses; and (4) data reports required by Virginia and the federal agencies. The performance of these evaluation activities is accomplished with a minimal amount of duplication with the evaluation activities conducted by the colleges and state agencies.

2. Is the current staff in the office/section adequate to perform the office's functions at a minimally acceptable level for the foreseeable future?

   Yes. Sufficient to meet current level of required evaluation activities.

3. What are the ALTERNATIVES to the current performance of the office's functions that would improve efficiency and effectiveness and minimize FTE positions? Note: This question should examine the potential for eliminating some activities, requiring increased workload of current staff, enhancing automated support, and transferring some or all activities to all colleges or to some colleges, and/or to external agencies.

   Alternative 1: Maintain current level of evaluation studies, data analyses, enrollment projections, and centralized reporting being conducted by three FTE staff.

   Alternative 2: Maintain the current level of all evaluation activities except centralized reporting. Decentralize the reporting of data obtained through the HEGIS, VEDS, and OCR Reporting Systems. Implementing decentralized reporting would cause the colleges to interact directly with the State Council, State Department of Education, and federal agencies in order to complete the reports listed in the VCCS Reporting Schedule. Copies of colleges' reports would be maintained by the Evaluation Office.

OFFICE: Planning and Evaluation

SECTION: Evaluation

3. Continued

Alternative 3: Maintain the current level of evaluation activities, including centralized reporting; but replace the Research Associate for Reports, a professional position now handling centralized reporting and enrollment analyses and now assisting with the enrollment projection process, with a paraprofessional. Data reports and enrollment analyses would be further computerized with some reports being generated by SAS programming and the remaining reports produced as usual by Data Services (VCCS).

4. What IMPACT would the implementation of each alternative from Question 3 have on other offices and/or functions in the System Offices, the colleges, or external agencies? Note: This question should examine how a proposed alternative might alter activities, workload, staffing, etc., of other offices in the System Offices, at the colleges, and at other agencies.

Alternative 1: Minimal impact on current evaluation activities and staff.

Alternative 2: Decentralizing college reporting would reduce the staff in the Evaluation Office by 0.6 FTE position. This reduction, however, would be offset many times, since reporting liaison activities would increase for State Council staff and for college staff who would have to interact on the 40 mandated state and federal reports generated each year.

Alternative 3: The replacement of the Research Associate for Reports professional position with a paraprofessional who has data entry, retrieving, and editing skills and who has the skill to handle the reports communications with the colleges. Replacement with a Production Control Technician, grade 6 paraprofessional would result in a net salary savings of approximately $13,376, assuming that the position is filled at the mid-point in the salary range.

DISCUSSION AND RECOMMENDATIONS

PLANNING AND EVALUATION

Discussion.

The functions performed by the Planning and Evaluation staff are essential in that they provide the Chancellor and the State Board needed, unbiased information to assist in the development of plans and policy and in the evaluation of the effectiveness of current operations.

This division also has the responsibility of providing responses to the various requests for information and reports that are required by other State agencies, Federal agencies, accrediting associations, and other professional organizations.

As a general observation, it appears that the several different functional areas are not as discrete as they appear in the Functional Analysis Update. In practice this division tends to work as a team, or a series of teams, as appropriate.

This division is capable of accomplishing more in the future than it has in the recent past. Several studies, already identified as urgently needed, will require the full capability of the planning and evaluation staff for a considerable period of time. Each of the studies are as lengthy and detailed as this study, which could not have been completed on time without the resources of the Planning and Evaluation staff.

Recommendations.

The present functions should be maintained with current staffing levels.

The Director should be relieved of the additional responsibility of directing the Instructional Programs and Student Services Division.

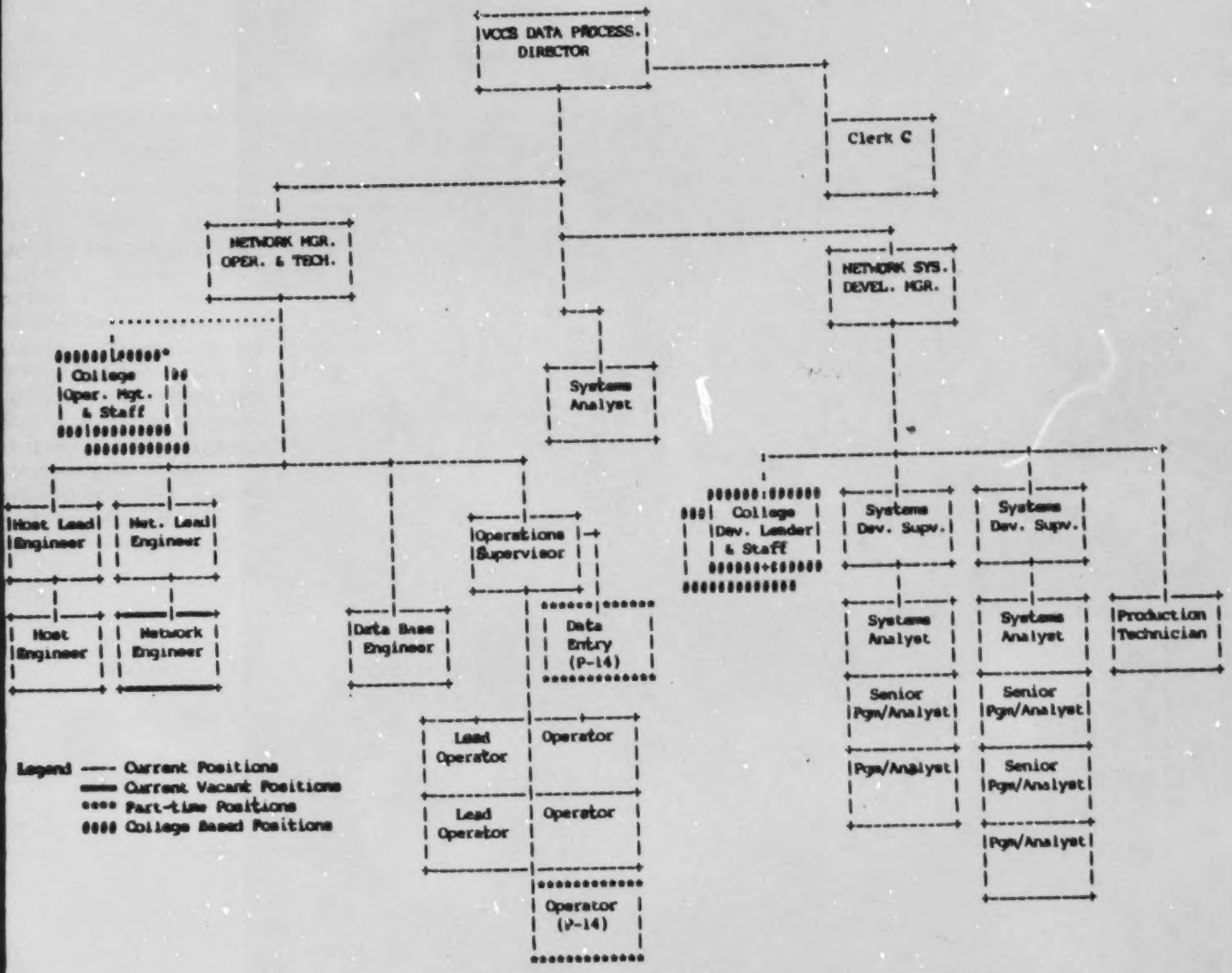

FIGURE 9. DATA SERVICES OFFICE

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TABLE XXVI

MANPOWER DISTRIBUTION: DATA SERVICES

DATA SERVICES POSITIONS AND FUNCTIONS AUGUST 1, 1983	SYSTEM DEVELOPMENT, MAINTENANCE & ENHANCEMENT	TECHNICAL SUPPORT	COMPUTER SERVICES AND OPERATIONS	USER SERVICES AND ACADEMIC COMPUTING	QUALITY ASSURANCE AND AUDIT REVIEW	TOTAL
Data Processing Director (Grade 17)	0.2	0.2	0.2	0.2	0.2	1.0
Systems Development (Grade 16)	0.5	0.1	0.1	0.1	0.2	1.0
D.P. Operations Manager (Grade 16)	0.1	0.5	0.2	0.1	0.1	1.0
Systems Development Supv. (Grade 15)	2.0					2.0
Systems Analyst (Grade 14)	1.5	1.0		1.5		4.0
Senior Programmer/Analyst (Grade 13)	3.0					3.0
Programmer/Analyst (Grade 12)	2.0					2.0
Lead Engineer (Grade 15)		2.0				2.0
System Engineer (Grade 13)		2.0				2.0
Operations Supervisor (Grade 11)			1.0			1.0
Computer Lead Operator (Grade 8)			2.0			2.0
Computer Operator (Grade 6)			2.0			2.0
Production Technician (Grade 8)			1.0			1.0
Clerk -Steno C (Grade 5)	0.2	0.2	0.2	0.2	0.2	1.0
TOTAL	9.5	6.0	6.7	2.1	0.7	25.0

TABLE XXVII

Office: VCCS | V C C S S Y S T E M O F F I C E S | Page 1 of 6 Pages

Section: Data Services | FUNCTIONAL ANALYSIS UPDATE | Date: August 1, 1983

DESCRIPTION OF EACH MAJOR ACTIVITY OF THIS SECTION AND FTE PERSONNEL DEVOTED TO THE ACTIVITY.	WORKLOAD MEASURES RELATED TO THE MAJOR ACTIVITY.	MANNER IN WHICH THE MAJOR ACTIVITY RELATES TO ACTIVITIES OF OTHER AGENCIES AND THE COLLEGES.
1	2	3
Major Activity: 1. DATA PROCESSING MANAGEMENT & ADMINISTRATION Provides system-wide management oversight, review, and coordination of data processing and computing services in the VCCS to ensure a common overall direction for efficient and cost effective operation of a major Host facility and distributive Network. FTE Personnel: 2.6 FTE Positions (See Table XXVI)	Workload Measure: 1. Administers $3,000,000 annual Agency Procurement Request, $2,000,000 terminal printer APR for 6 current IBM 4341 computer installations and Network telecommunications for 60,000 FTES at 23 colleges and System Offices; Directs 13 major non-duplicated system applications and the student system conversion.	1. • Produces and updates overall Network plan and develops system-wide information management program budget request (biennium) for MASD. • Develops VCCS agency procurement requests and requests for proposals; recommends and reviews all APR's. • Serves as central contract negotiator and vendor liaison. • Provides administrative DP staff support to System Offices. • Determines and reviews all DP Network budgets. • Reviews and recommends on all VCCS DP personnel along with other appropriate functional offices in the System Offices. • Liaison with DMASD, Personnel and Training, Budget, and DOT in DP matters. • Provides leadership in overall Network operations, standards and procedures.

TABLE XXVII

Office: VCCS | V C C S S Y S T E M O F F I C E S | Page 2 of 6 Pages

Section: Data Services | FUNCTIONAL ANALYSIS UPDATE | Date: August 1, 1983

DESCRIPTION OF EACH MAJOR ACTIVITY OF THIS SECTION AND FTE PERSONNEL DEVOTED TO THE ACTIVITY. 1	WORKLOAD MEASURES RELATED TO THE MAJOR ACTIVITY. 2	MANNER IN WHICH THE MAJOR ACTIVITY RELATES TO ACTIVITIES OF OTHER AGENCIES AND THE COLLEGES. 3
Major Activity: 2. SYSTEMS DEVELOPMENT, MAINTENANCE AND ENHANCEMENT Provides automated computer support for administrative and management applications to support research, planning, and managing and measuring the resources, operations, and the results of colleges and the System Offices. FTE Personnel: 8.9 FTE Positions (See Table XXVI)	Workload Measure: 2. Manages 13 major central systems with 800 programs and subprograms. In 1982 105 major projects completed with 1800 man hours/mo. 1.5 FTE devoted to assist college use of central data base and consulting requirements; backlog is 1,935 man days critical applications requirements.	2. • Supports applications and procedures developed and maintained exclusively for the System Offices. • Supports applications and procedures developed and maintained for 17 colleges. • Coordinates and supports all systems development activities being performed throughout the Network by colleges and the System Offices. • Some student systems are duplicated to support individual college operations; central systems support for VCCS reporting and requirements to interface with other state agencies would require significant conversion and redundancy to operate locally or regionally; effort underway to provide single student system to be used by all 23 colleges at Regional sites.

TABLE XXVII

Office: VCCS | VCCS SYSTEM OFFICES | Page 3 of 6 Pages

Section: Data Services | FUNCTIONAL ANALYSIS UPDATE | Date: August 1, 1983

DESCRIPTION OF EACH MAJOR ACTIVITY OF THIS SECTION AND FTE PERSONNEL DEVOTED TO THE ACTIVITY.	WORKLOAD MEASURES RELATED TO THE MAJOR ACTIVITY.	MANNER IN WHICH THE MAJOR ACTIVITY RELATES TO ACTIVITIES OF OTHER AGENCIES AND THE COLLEGES.
1	2	3
Major Activity: 3. TECHNICAL SUPPORT Directly supports the VCCS Host; coordinates overall systems and Network activities; provides system software and systems engineering services. FTE Personnel: 5.4 FTE Positions (See Table XXVI)	Workload Measure: 3. 1 FTE supports MVS/JES2 and related products (TSO, NJE, etc.); 1 FTE supports network planning and development and systems such as NCP, VTAM, and telecommunications; 1 FTE supports database (IMS DB/DC and related user technical support about 20 to 25 software packages and updates (SAS, COBOL, FORTRAN, RPG, SPSS).	3. • Plans, installs and maintains system software including: -operating systems -related program products -telecommunications -data base management all operating on the VCCS Host Computer serving all 23 colleges and the System Offices. • Provides technical support and user consulting to the colleges and System Offices technicians and users. • Plans and administers the VCCS Distributed Network used by all 23 colleges and the System Offices.

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TABLE XXVII

Office: VCCS | VCCS SYSTEM OFFICES | Page 4 of 6 Pages

Section: Data Services | FUNCTIONAL ANALYSIS UPDATE | Date: August 1, 1983

DESCRIPTION OF EACH MAJOR ACTIVITY OF THIS SECTION AND FTE PERSONNEL DEVOTED TO THE ACTIVITY.	WORKLOAD MEASURES RELATED TO THE MAJOR ACTIVITY.	MANNER IN WHICH THE MAJOR ACTIVITY RELATES TO ACTIVITIES OF OTHER AGENCIES AND THE COLLEGES.
1	2	3
Major Activity: 4. COMPUTER SERVICES AND OPERATIONS Provides essential computer services and operations for the Host computer and related equipment and support of the distributed computer Network. FTE Personnel: 6.1 FTE Positions (See Table XXVI)	Workload Measure: 4. IBM 4341 N12 Host includes 12,000,000 characters of main storage, 10 billion character disc storage; 3,500 magnetic tapes; operating system is MVS SCP running several independent but related network functions (e.g., IMS/DC, RJE, NJE, VTAM); average daily workload handles 3,500 IMS/DC transactions, 2,500 college batch jobs, 2 shifts, 17 hrs./day oper.	4. • Provides essential administrative computing services for 17 colleges and the System Offices. • Augments administrative computing services for NVCC and 5 other colleges. • Augments the four academic computing centers to provide additional and overload academic computing services. • Serves as the primary site for conversion of student system and other applications requiring MVS operating environments.

TABLE XXVII

Office: VCCS | V C C S S Y S T E M O F F I C E S | Page 5 of 6 Pages

Section: Data Services | FUNCTIONAL ANALYSIS UPDATE | Date: August 1, 1983

DESCRIPTION OF EACH MAJOR ACTIVITY OF THIS SECTION AND FTE PERSONNEL DEVOTED TO THE ACTIVITY. 1	WORKLOAD MEASURES RELATED TO THE MAJOR ACTIVITY. 2	MANNER IN WHICH THE MAJOR ACTIVITY RELATES TO ACTIVITIES OF OTHER AGENCIES AND THE COLLEGES. 3
Major Activity: 5. USER SERVICES AND ACADEMIC COMPUTING Assists colleges and System Offices by providing training, consultation, and problem coordination and resolution as a vehicle for effectively utilizing data processing resources in the Network. FTE Personnel: 1.5 FTE Positions (See Table XXVI)	Workload Measure: 5. 1982-83 provided 16 individual training courses, 19 study programs, and conducted 20 workshops. Spent over 2,000 man-hours consulting with colleges and System Offices users in problem determination and resolution; developed comprehensive Host user guide; developed job accounting and data set naming conventions.	5. • Consults and provides problem coordination and resolution for Host computing resources; tracks and resolves Network problems. • Directly provides or coordinates DP training. • Coordinates and disseminates academic computing resources. • Reviews and advises on college DP course outlines. • Completes required system surveys and studies.

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TABLE XXVII

Office: VCCS

Section: Data Services

VCCS SYSTEM OFFICES

FUNCTIONAL ANALYSIS UPDATE

Date: August 1, 1983

DESCRIPTION OF EACH MAJOR ACTIVITY OF THIS SECTION AND FTE PERSONNEL DEVOTED TO THE ACTIVITY. 1	WORKLOAD MEASURES RELATED TO THE MAJOR ACTIVITY. 2	MANNER IN WHICH THE MAJOR ACTIVITY RELATES TO ACTIVITIES OF OTHER AGENCIES AND THE COLLEGES. 3
Major Activity: 6. QUALITY ASSURANCE AND AUDIT REVIEW Provides overall system and Network functions to ensure the quality and adequacy of existing Data Processing services and determine compliance with standards and policies to ensure cost effectiveness, sharability, and minimization of redundancies. FTE Personnel: 0.5 FTE Position (See Table XXVI)	Workload Measure: 6. 1982-83 provided internal policies and procedures; supported System Development Methodology and Project Control 70; completed major contingency plan and implemented physical security at Host; requires 1 FTE to install and maintain current Data Security System.	6. • Recommends overall policies and develops network DP standards and procedures. • Provides prescriptive audit review and assists internal auditors in DP area. • Provides standard systems development framework for application development. • Provides for system, data, and physical security of Host computer and system data base. • Evaluates DP services to determine whether they meet user requirements.

VCCS System Offices

CRITICAL ANALYSIS: INTERVIEW QUESTIONS

OFFICE: Data Services

SECTION: -

1. Are the functions of the office/section indispensible to the State Board and/or the Chancellor?

Data Services provides support to the State Board and the Chancellor in meeting various requirements placed upon them for reports and information. In addition, Data Services provides Network, administrative, and academic services to colleges where such services are more efficiently and effectively provided centrally than by the individual colleges.

2. Is the current staff in the office/section adequate to perform the office's functions at a minimally acceptable level for the foreseeable future?

Yes, for the System Offices Functions.

No, for the Computing Network functions. To meet the increasing demand for data processing services, especially those for developing the VCCS Computing Network, six (6) new positions are considered critical to insure the quality and effectiveness of the administrative and academic data processing systems and operations, and adequate management of the computing network.

3. What are the ALTERNATIVES to the current performance of the office's functions that would improve efficiency and effectiveness and minimize FTE positions? Note: This question should examine the potential for eliminating some activities, requiring increased workload of current staff, enhancing automated support, and transferring some or all activities to all colleges or to some colleges, and/or to external agencies.

Alternative 1: Retain current Data Services functions and personnel in the System Offices adding only critical positions required by the colleges for Network functions. Proposed total FTE positions would be thirty-one (31).

Alternative 2: Transfer central computing facility to a college site, most likely J. Sargeant Reynolds Community College. Nine (9) System Offices positions would be transferred and seven (7) new critical Network positions would be added. Sixteen positions would remain at the System Offices, primarily for systems development. Total FTE positions would be thirty-two (32).

OFFICE: Data Services

SECTION: -

3. Continued.

Alternative 3: Contract with a private corporation the central Data Services and Network management functions. Approximately eighteen (18) positions would be transferred from the System Offices to the vendor's payroll and approximately seven (7) positions would remain at the System Offices for coordination and control. Total FTE positions paid for by the VCCS would be twenty-five (25) plus any additional positions required by the vendor for Network functions.

4. What IMPACT would the implementation of each alternative from Question 3 have on other offices and/or functions in the System Offices, the colleges, or external agencies? Note: This question should examine how a proposed alternative might alter activities, workload, staffing, etc., of other offices in the System Offices, at the colleges, and at other agencies.

Alternative 1: Minimum change, addition of six (6) new critical positions would insure adequate support for the Network and continuation of central systems development support. Central coordination would be retained. State Board and Executive Management would have ready access to data and information for managing the VCCS. Data Processing support to colleges would steadily improve as the Network plan is fully implemented.

Alternative 2: Transferring the central host computer to a college site would allow for a reduction of nine (9) positions at the System Offices. The college would utilize the nine (9) positions transferred from the System Offices to provide the Network functions. Sixteen (16) positions would remain at the System Offices to run the RJE function and provide systems development support. The six (6) critical and one (1) additional positions would still be needed to adequately staff the central host facility transferred to J. Sargeant Reynolds Community College. College control of the host facility could create conflicts in priorities between the host college and the System Offices and Network colleges. Estimated one-time cost of $347,000 to move central facility to J. Sargeant Reynolds Community College.

Alternative 3: Reduction of eighteen (18) positions at the System Offices by transferring them to the vendor. Approximately seven (7) positions remaining at the System Offices. Contract strategies could relieve VCCS management of some difficult decisions and responsiblities. VCCS would lose direct control over resources and the liason/coordination role would be more difficult. Additional cost for handling existing Data Services functions estimated by the vendor at $465,000 per year more than the current cost for the central host facility and Data Services staff.

M E M O R A N D U M

TO: Donald E. Puyear, Deputy Chancellor
Virginia Community College System

FROM: Larry C. Koonts, Director
VCCS Data Services Larry

SUBJ: Analysis of Alternatives

DATE: August 12, 1983

Please find attached an analysis of alternatives for providing essential central and Network functions for VCCS data processing. To summarize, the Governor has determined that there will be a 60% reduction in the System Offices staff in 1984-1986 unless centralized VCCS functions can be demonstrated to be essential and conducted in a cost effective manner with minimum duplication through efficient management.

The major causes of the problem appear to be loss of revenues, internal and external dissention related to VCCS and college functions, lack of vital computing resources, sensitivity related to information systems, and lack of strong political support for the System Offices.

The major alternatives are:

1. Retain Central VCCS Data Services Functions

2. Transfer Host and Network Functions to a College

3. Contract Data Services and Network Functions

When the alternatives are compared against the problem, it appears that while Alternative 3 would reduce the number of State personnel by about 18 positions, it would be considerably less manageable and would cost approximately $400,000 more per year than the other 2 alternatives. Alternative 2 would require slightly more state personnel, would add a one-time cost of at least $350,000 with little additional benefits, and would be less manageable. Alternative 1 is the most cost effective and manageable but would require 6 additional personnel.

Due to the considerable successes that have already been achieved by internal data processing personnel and due to cost effectiveness and management issues, Alternative 1 is strongly recommended as the most viable option for providing essential coordination and control of System Offices and Data Processing services and functions.

CC: Johnas F. Hockaday
Chancellor's Staff

Analysis of Alternatives

VCCS Data Services

August 12, 1983

Problem Definition

The Governor has projected a loss of revenue for the Commonwealth with slow recovery even though the recession appears to be improving. Due to this projection he has made a commitment to keep State employment relatively level even though certain agencies that he has deemed critical will need to grow in employment at the expense of others. Since there is no relationship between the System Offices and normal target algorithms, the number of positions allocated centrally appears more vulnerable to arbitration. Though the System Offices has already been reduced dramatically, further reductions may be required up to approximately 60% of the current FY 83-84 authorized positions unless defensible proof can be shown that particular centralized VCCS functions are necessary and are being accomplished in a cost effective manner with minimization of duplication of effort through responsible management.

VCCS Data Services is the largest single unit remaining within the System Offices. If another alternative, satisfying the above criteria, can provide these functions in whole or in part, other critical sections of the System Offices would be less affected by the proposed reduction and essential data processing services could continue to be provided in a cost effective manner with fewer overall State personnel.

Causes

The major causes for the problem appear to be the following:

1. A Severe Economic Recession Causing Loss of State Revenues
2. Internal and External Dissension and Misunderstanding Related to the Role of Central versus College Functions and Authority
3. Perception of Power and Sensitivity Related to the Control and Use of Information and Information Systems
4. Inadequate or Lack of Essential Applications and Computing Resources
5. Lack of Vital Political Allies and Support
6. Though Remarkable Progress Obtained with Existing Central Personnel, Additional Key Positions Required for Essential Network Functions

Alternatives

1. Retain Current Data Services Functions and Personnel Under VCCS Control and Add Only Critical Positions

    a. Advantages

        1) Most Cost Effective

        2) Central VCCS Control of Data Services

3) Central VCCS Control and Coordination of Overall Network Functions

4) Central Coordination of Shared Systems Development

5) Firmly Established Interface, Proximity, and Confidence with External Agencies (e.g. DMASD, DOT, etc.)

6) Substantial Accumulation of Expertise on Current Systems and Applications

7) Greatest Flexibility for Top Administration

8) Allows Continued Progress in Critical Activities by Staff Totally Knowledgeable of the VCCS and Its Mission

b. Disadvantages

1) Minimal Increase in Current Data Services Personnel Required

2) Very Little Backup and Crosstraining Possible

c. Annual Cost for Additional Critical Central Positions

1) Senior Systems Engineer (Test and Service).....$ 23,761

2) Systems Engineer (Test and Service)..... 21,732

3) Sys. Dev. Supv. (Database Manager)..... 25,971

4) Clerk D (Budget, Invoice, etc.)..... 11,643

5) Lead Operator (3rd Shift)..... 13,921

6) Operator (3rd Shift)..... 11,643

Total.....$108,671

2. Move Central Computing Facility to a College

a. Advantages

1) Transfer 3 of 5 operations and 6 of 6 technical support existing positions to college and reduce System Offices by 9 positions (two operators remain at System Offices to run RJE function)

2) Avoid Adding 5 of 6 Critical New Positions to the System Offices (Clerk D still required)

3) Some Overlap and Backup Possible Due to Some Existing College Operational, Technical Staff, and Students

4) One Facility Required for Host and Region Instead of Two

b. Disadvantages

1) Loss of Some Control Over Operations and Technical Support

2) Reduction of Central Economy of Scale (i.e. same persons augmenting other functional areas when required)

3) Significantly Increased Terminal Response Time Decreasing System Offices Productivity Due to "Hardwiring" Efficiencies

4) Messenger Function Requiring 1 Person Would Be Created Unnecessarily

5) Conflicting Priorities Likely Between College and System Offices; Between College and Network

6) More Costly Alternative (One-Time and Continuing)

c. Additional Costs

1) Internal Personnel (25% of Deconsolidation)	$ 60,000
2) Facility Preparation Based on Current	75,000
3) De-install/Install Computer	15,026
4) Freight (20 mile radius)	900
5) Install New Telecommunications	10,000
6) Parallel Computer(IBM requires 3 months minimum)	160,131
7) Install Parallel Computer/Freight	5,435
8) De-Install Parallel Computer/Freight	5,435
9) Parallel Telecommunications (1 mo.)	15,000
10) Additional Critical Personnel (7)	120,000
Total	$466,927

3. Contracting Data Services and Network Coordination Functions

a. Advantages

1) Transfer of System Offices Staff to Vendor by:

a) 00.8 of 01.6 Management

b) 00.0 of 01.0 Clerical

c) 04.0 of 05.4 Technical Support

d) 06.1 of 06.1 Computer Services Operations

e) 01.5 of 01.5 User Services and Academic Computing

f) 00.0 of 00.5 Quality Assurance and Audit Review

g) 06.0 of 08.9 Systems Development

18.4 of 25.0 TOTAL

2) Broader Backup Base

3) Higher Salaries and Benefits for Personnel Retained by Contractor

4) Corporate Strategies May Relieve VCCS Management of Some Difficult Decisions and Responsibilities

5) Additional Vendor Software Probably Available at a Cost

b. Disadvantages

1) Loss of Direct Control over Resources/ Difficult Liaison Role

2) Growing Dependency on Vendor Making Transition Back to VCCS Control Difficult

3) Conflicting Priorities Between VCCS Requirements and Corporate Profit

4) Most Costly Alternative

5) Loss of Control Over Hiring and Firing

6) Increased Initial Turnover of Existing Staff Likely

7) No Corporate Experience with Existing VCCS Applications

8) Competition with Corporate Salary and Benefit Structure Would Make Rehires Difficult in a Transition Back to VCCS Control

9) Long Term Contracts Reduce VCCS Flexibility

c. Additional Costs

(Details are not presently known by respondent but preliminary estimates indicate an additional $400,000 per year not including Network management)

Alternatives Compared Against the Problem

If one considered the sole problem to be simply a reduction in System Offices personnel, certainly Alternative 1 cannot provide a solution. While Alternative 2 would allow such a reduction of System Offices personnel, overall State personnel would be slightly more which would not appear to satisfy the Governor's objective. Alternative 3 could reduce both the System Offices and the overall State personnel up to at least 18 positions which would appear to satisfy the personnel reduction problem.

The problem is much more complex, however, than the absolute reduction in the number of personnel to the extent that reductions must also provide elimination of redundancies or eradication of unnecessary functions. There can be no doubt that the provision of essential data processing functions cannot be eliminated in today's complex institutions. There can also be little doubt that efficiencies provided by coordinated shared development are essential within the VCCS to minimize redundancies. It is also clear that the principles of economy are very prevalent in the current distributive processing VCCS methodology and these principles require a strong central Host function and centrally coordinated Network activities to provide greatest efficiencies. Any of the three alternatives could satisfy these essential elements.

Finally, the solution to the problem should provide a cost effective alternative. Alternative 1 is certainly the least costly of the three alternatives while also providing greater manageability and control. It does not, however, provide significant backup capability since the number of personnel is held at an absolute minimum.

Alternative 2 would require slightly greater system-wide personnel costs than Alternative 1 due to the advantages and disadvantages stated above and would be less manageable from a central administration perspective. It would also cause considerable relocation costs that are unnecessary since significant advantages cannot be shown. A great deal of instability would also be introduced to a system that has attained remarkable stability over the last year and would consume vast internal and college staff time that is better utilized in more critical areas such as the Student Information System Conversion and essential system maintenance. Only false personnel economy could be observed on the surface by manipulating personnel from the System Offices target to a college target.

Though the detailed cost of Alternative 3 is not known, it is difficult to imagine that contractors providing corporate salaries and requiring corporate profit, could provide the same functions more cost effectively than internally provided, unless the total institution is already vastly inefficient and the corporation is given full latitude to economize any or all VCCS functions including both central and college activities. Though there are undeniable advantages to Alternative 3 in providing a broader backup base for personnel, increased salaries and job security for retained personnel, and the ability to use certain corporate strategies not readily available to an institution, the comparison of this alternative to the problem of cost effectiveness and manageablity cannot be positive.

Recommendation

Not knowing all the facts related to Alternative 3, it is rather difficult to make an absolute recommendation. However, based on the known facts, the following is my analysis and recommendation.

The VCCS has made undeniable progress in data processing over the last three years. It has transitioned from a loose confederation of diverse local computers and often antiquated card-oriented technology, insufficient or non- existent resources, and a shared "contractual" computer service with another institution with radically different goals and objectives to a single independent comprehensive Network of compatible computers. The raw computer resource has grown over ten fold and stability has been gained with our own internal resources, often at great sacrifice.

The VCCS has a single long term strategy and a comprehensive Master Plan that was approved by all 23 college presidents and all external agencies, this, again, with our own internal resources even in times of dwindling resources and a harsh economy.

The concept of coordinated shared development, with such a complex distribution of colleges and data processing resources, is an almost revolutionary idea that the VCCS is effectively utilizing for the exact purpose of reducing inefficiencies and redundancies which are precisely the Governor's goals.

In a Distributive Network, data processing personnel is probably the most defensible of any other personnel in a central, non-parochial location to provide essential Network functions, leadership, and minimization of redundancies. There is little doubt that, with the addition of several key positions, the extreme success that has already been achieved can be capitalized and significant economies in other functional areas can be obtained through automation.

Alternative 1 is, therefore, strongly recommended as a solution to the major problem of cost effectiveness and manageability and not reacting to a symptom of the problem by simply reducing, transferring, or changing to contract, the gross number of System Offices Data Services personnel.

SYSTEMS & COMPUTER TECHNOLOGY CORPORATION

GREAT VALLEY CORPORATE CENTER ■ 4 COUNTRY VIEW ROAD ■ MALVERN, PENNSYLVANIA 19355 ■ 215-647-5930

September 9, 1983

Dr. Donald E. Puyear
Deputy Chancellor
P.O. Box 1558
Virginia Community College System
Richmond, VA 23212

Dear Don:

This letter is in response to your request that I provide you some "ball park" figures for contracting out some or all of the Systems Office Central Data Processing (DP) function. First, I must indicate that SCT typically provides this type of information in a presentation which, after some detailed analysis, presents not only costs but savings which will offset some of these costs. Because we have not done that detailed analysis for the VCCS, I will present some rough estimates from other experiences.

Secondly, I am presenting two alternatives. Alternative 1 is a "phase-in" estimate. This provides the cost of initiating contractual support, with the understanding that further movements in that direction will be done only after benefit of "in the environment" analysis. Alternative 2 is the cost of taking over the entire Systems Office Data Processing function.

For purposes of preparing these costs, I have made the following assumptions:

- Your fringe costs are 20% of directsalary.
- The cost of the college data processing activities is estimated to be $1,820,000 X 1.20 = $2,184,000.
- The cost of the Systems Office data processing activities is $623,923 + 108,671 (six new positions indicated as essential by VCCS DP staff) X 1.20 = $879,113.
- The total operating budget of the VCCS is approximately $156,000,000.
- The enactment of a computing improvement program by SCT, operating your Systems Office data processing could result in savings of 5 to 10% per year in college data processing activities.

RECEIVED
SEP 12 1983
Deputy Chancellor

- The enactment of a computing improvement program by SCT, operating your Systems Office data processing could result in savings of 0.5 to 1.0% of the total operating budget of the VCCS per year.

- A five year contract life for cost estimating purposes.

This results in the following analysis:

ALTERNATIVE A - Addition of two senior, SCT managers and contracting out five (5) current VCCS positions to initiate a phase-over to contract out total Systems Office data processing.

Projected "in-house" Costs:	$ 879,113
SCT Costs (annual):	
Recurring	602,000
Non-recurring	75,000
	677,000
VCCS Costs:	678,149
TOTAL	$1,355,149
Variance -	476,036

ALTERNATIVE B - Contract out entire VCCS data processing function.

Projected "in-house" Costs:	$ 879,113
SCT's Costs (average annual)	1,148,033
Non-recurring (amortized)	50,000
TOTAL	$1,198,033
Variance -	318,930

Probable Savings (after first year):

College DP	$109,200 - $ 218,400
Redundant Clerical/Other	780,000 - $1,560,000

Average Annual Cost (after savings) $486,673 - ($224,687)

Don, while I cannot prove or contract for the above indicated savings, this is what our experience has been. I will be sharing with you a budget we recently prepared for another institution, with their assistance, which demonstrates similar savings potential.

Let me know what other information you need. I will be happy to assist you.

Sincerely,

Lee M. Shrader, Jr.
General Manager

LMS/ktl

DISCUSSION AND RECOMMENDATIONS

DATA SERVICES

Discussion.

Data Services is the largest section in the System Offices yet its purpose is primarily one of service to the VCCS. It is essential that this service be performed and that the System Office have access to the System-wide data base. It is not essential that this be done in any specific or singular manner.

The VCCS has, however, made a major investment of time, effort, and money in developing, and achieving approval of, a master plan for its distributed computing network. The implementation of this master plan has passed the "point of no return." The VCCS is committed to the distributed network plan for data processing, at least for the useful life of this generation of computers (which may be as little as 5 to 7 years). The equipment has been purchased and a change in approach would be prohibitively expensive. A central, or host, computer is an essential component of the distributed network; it must be maintained, but it need not necessarily be at the System Offices.

Of the three alternatives set forth (e.g. (1) Maintain and augment the present staff, (2) Move the host computer to another site, and (3) Maintain present functions under a management contract with an outside party, the first would be the most desirable if it were possible to add the required positions for the implementation of the master plan. However, under the constraints controlling the outcomes of this study

(See Assumptions and Limitations stated in the introduction of this study, page 1.), such an outcome is not possible.

The second alternative (relocation of the host computer) accomplishes little except to move positions from the System Offices. It would give the responsibility for positions to a college and it would create a considerable one-time expense for relocation.

Given the realitites of the situation, the third alternative (contracting) appears to be the most feasible. Under this alternative all but 1 or 2 positions presently within the Data Services section would be eliminated with the functions (and the incumbent personnel, if mutually agreeable) transferred to an outside contractor who would provide the services. Since the concept of contracting the management of data porcessing and the operation of the host computer is a radical departure from existing practice, a survey of several community college and university systems that have entered into such a contract with one major vendor is being conducted. A telephone contact has been made, which has been followed up with a written questionnaire. While the results of this survey were not complete at the time this report was prepared, it is apparent that a number of community college and university systems have had good experience with this arrangement and that overall cost savings, along with improved operations, are possible.

Thus, in addition to a real reduction in State employees, it is likely that, within a year or two, significant savings could be accomplished throughout the VCCS as a result of improved management and services. The direct cost to the System Offices

would, however, remain somewhat higher than the present level, or than they would be under the first alternative.

Recommendations.

The VCCS should enter into a contract with an outside contractor for the management of Data Services, the operation of the host computer, and the other service functions of the Data Services section.

(2) Retain two positions; the first to function as the contract administrator to act as liaison between the Deputy Chancellor and the contractor; the second to provide coordination of academic computing, which takes place primarily at the regional computing sites.

VICE CHANCELLOR FOR ADMINISTRATIVE AND FISCAL AFFAIRS

PERSONNEL

BUDGET

COMPTROLLER

ACCOUNTING

PAYROLL

PURCHASING

FACILITIES AND ENGINEERING

TABLE XXVIII

Historical Profile of Staffing
for
Functions Presently Assigned
to
Vice Chancellor for Administrative and Fiscal Affairs

August 1, 1983

Office \ Date	July 1971	July 1974	July 1978	July 1980	July 1981	July 1982	July 1983
Vice Chancellor	4(a)	4(a)	3(b)	2	2	2	2
Personnel	10	9	9	13	13	11	8.5
Budget	2	2	6	7	7	5	5
Comptroller	-	-	-	1	2	2	2
Accounting	15	16	19	14	11	11	10
Payroll	9	10	10	8	8	6	4.5
Purchasing	11	12	11	9	8	8	6
Facilities and Engineering	5	5	5	8	9	9	8
TOTAL	56	58	63	62	60	54	46

(a)Director of Administration and Finance
(b)Deputy Chancellor for Business Affairs

TABLE XXIX

Office: Vice Chancellor — VCCS SYSTEM OFFICES — Page 1 of 1 Pages

Section: Administrative and Fiscal Affairs — FUNCTIONAL ANALYSIS UPDATE — Date: August 1, 1983

DESCRIPTION OF EACH MAJOR ACTIVITY OF THIS SECTION AND FTE PERSONNEL DEVOTED TO THE ACTIVITY.	WORKLOAD MEASURES RELATED TO THE MAJOR ACTIVITY.	MANNER IN WHICH THE MAJOR ACTIVITY RELATES TO ACTIVITIES OF OTHER AGENCIES AND THE COLLEGES.
1	2	3
Major Activity: The Vice Chancellor, Administrative and Fiscal Affairs, is charged by the Chancellor with Systemwide functional responsibilities for financial management and control, personnel, and facilities. FTE Personnel: 1.0 FTE Position	Workload Measure: System-level executive management for the following functional areas: • Financial Control -- Annual operating budget of approximately $160,000,000. • Personnel Administration -- 2,000 classified employees 2,500 faculty employees 6,000 part-time faculty employees • Facilities -- Fixed assets valued at $300,000,000. Capital Outlay budget of approximately $80,000,000. Maintenance and Repair budget of $2,100,000.	The Vice Chancellor is responsible for providing leadership and direction to the VCCS as appropriate to the functional responsibilities assigned consistent with the objectives of the Chancellor.
Major Activity: The Clerk Steno D position provides secretarial support to the Vice Chancellor. FTE Personnel: 1.0 FTE Position		Not Applicable.

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DISCUSSION AND RECOMMENDATIONS

VICE CHANCELLOR FOR ADMINISTRATIVE AND FISCAL AFFAIRS

Discussion.

This is the chief fiscal officer of the System. The functions of this position are essential to the effective operation of the VOCS. It may be appropriate to narrow the scope of the position to include responsibility for only fiscal and facilities matters. Likewise, the title of this position should be modified to be in keeping with the title recommended for the former Vice Chancellor for Academic Affairs and Planning. The title of Vice Chancellor of Administrative Services is suggested.

Recommendations.

Retain the position, with present level of direct clerical support.

Retitle the position as Vice Chancellor of Administrative Services.

The scope of the position should be modified to include responsibility for fiscal and facilities matters only. The Director of Personnel should report to the Deputy Chancellor.

The position should remain a Teaching and Research Administrative position with the salary to be established by the State Board for Community Colleges.

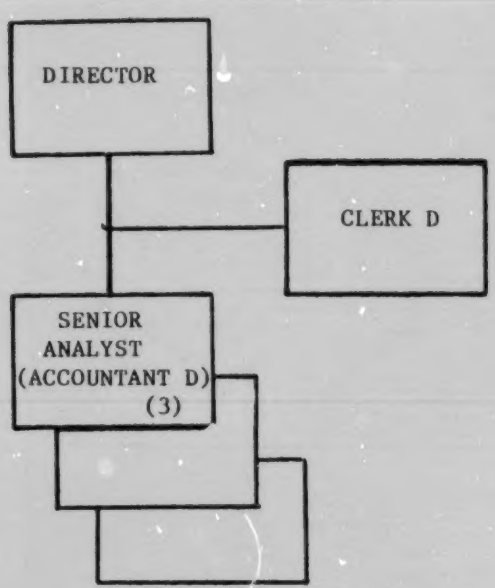


FIGURE 10. BUDGET OFFICE

VCCS System Offices
August 1, 1983

TABLE XXX

MANPOWER DISTRIBUTION: BUDGET

BUDGET OFFICE POSITIONS AND FUNCTIONS AUGUST 1, 1983	BUDGET POLICY AND PROCEDURES	FIELD REVIEWS OF RESOURCE USES	STATE PROGRAM BUDGET FILE MAINTENANCE	BUDGET TRAINING AND ISSUE UPDATES FOR COLLEGES	SYSTEM BUDGETS AND TARGETS	TOTAL
Budget Director (Grade 17)	1.0	-	-	-	-	1.0
Accountant D (Grade 14) (3 Positions)	-	1.5	.3	.3	.9	3.0
Clerk D (Grade 6)	-	-	.7	.2	.1	1.0
TOTAL	1.0	1.5	1.0	.50	1.0	5.0

TABLE XXXI

Office: Budget

VCCS SYSTEM OFFICES

Section:

FUNCTIONAL ANALYSIS UPDATE

Date: August 1, 1983

DESCRIPTION OF EACH MAJOR ACTIVITY OF THIS SECTION AND FTE PERSONNEL DEVOTED TO THE ACTIVITY.	WORKLOAD MEASURES RELATED TO THE MAJOR ACTIVITY.	MANNER IN WHICH THE MAJOR ACTIVITY RELATES TO ACTIVITIES OF OTHER AGENCIES AND THE COLLEGES.
1	2	3
Major Activity: Develops information for decisions on deployment of resources within the VCCS. Assigns each operating unit within the VCCS the resources required to conduct the programs and services for which it has been assigned responsibility in a manner consistent with the standards for performances established for the System. Reviews and approves/disapproves requests for adjustments to assure that colleges do not exceed the authorized limits of operation and to make reasonable adjustments in allocations to deal with contingencies. Specific Activities: • Develop VCCS Budget Policy and Procedures 1.0 FTE • Conduct Field Review Of Resource Uses and Problems 1.5 FTE • Maintain State Program Budget Files 1.0 FTE	Workload Measure: 12-15 Quarterly Workshops 50 Site Visits 5,000 PROBUD Line Item Adjustments 100 Target Simulations	Function relates to colleges and central state agencies by performing activities essential to management of VCCS as a single institution of Higher Education.

TABLE XXXI

Office: Budget

VCCS SYSTEM OFFICES

Page 2 of 2 Pages

Section:

FUNCTIONAL ANALYSIS UPDATE

Date: August 1, 1983

DESCRIPTION OF EACH MAJOR ACTIVITY OF THIS SECTION AND FTE PERSONNEL DEVOTED TO THE ACTIVITY. 1	WORKLOAD MEASURES RELATED TO THE MAJOR ACTIVITY. 2	MANNER IN WHICH THE MAJOR ACTIVITY RELATES TO ACTIVITIES OF OTHER AGENCIES AND THE COLLEGES. 3
Specific Activities: (Cont.) • Conduct Budget Training and Budget Issue Updates for Colleges .5 FTE • Prepare System Budgets and Targets 1.0 FTE FTE Personnel: 5.0 FTE Positions (See Table XXX)		

VCCS System Offices

CRITICAL ANALYSIS: INTERVIEW QUESTIONS

OFFICE: Budget

SECTION: -

1. Are the functions of the office/section indispensible to the State Board and/or the Chancellor?

   The Budget function assists the State Board in the development of statewide plans and policies critical to the acquisition and allocation of financial resources. The office also provides the State Board with necessary management and oversight to ensure that Board plans and policies are being effectively implemented. In addition, the central Budgeting Office maintains the State budgeting system to help ensure internal flexibility in using financial resources available to the System.

2. Is the current staff in the office/section adequate to perform the office's functions at a minimally acceptable level for the foreseeable future?

   Yes. Adequate for functions currently being performed by the office.

3. What are the ALTERNATIVES to the current performance of the office's functions that would improve efficiency and effectiveness and minimize FTE positions? Note: This question should examine the potential for eliminating some activities, requiring increased workload of current staff, enhancing automated support, and transferring some or all activities to all colleges or to some colleges, and/or to external agencies.

   Alternative 1: Maintain current functions and staff. Re-examine staff assignments to allow for continued development of staff capability in the use of VCCS computer data systems for budget planning and analysis.

   Alternative 2: Eliminate internal maintenance of PROBUD and VCCS Targeting Model Systems, letting the colleges independently develop their budgets and acquire resources individually through existing external processes, i.e., the Appendix M process.

   Alternative 3: Discontinue or limit Budget Office field (college) reviews designed to evaluate resource uses and problems.

OFFICE: Budget

SECTION: -

4. What IMPACT would the implementation of each alternative from Question 3 have on other offices and/or functions in the System Offices, the colleges, or external agencies? Note: This question should examine how a proposed alternative might alter activities, workload, staffing, etc., of other offices in the System Offices, at the colleges, and at other agencies.

Alternative 1: No change in staffing levels or general functions. Enhanced effectiveness and efficiency with increased use of computer information resources.

Alternative 2: Loss of flexibility to adjust resources to meet unexpected situations and changes occurring in individual college requirements. Diminished ability of State Board to apply resources in a manner that will implement their plans and directions for the System.

Alternative 3: Loss or diminishment of evaluative information to guide State Board policies and procedures in the financial area.

DISCUSSION AND RECOMMENDATIONS

BUDGET

Discussion.

The functions of the Budget division are essential for proper planning, management, and controls.

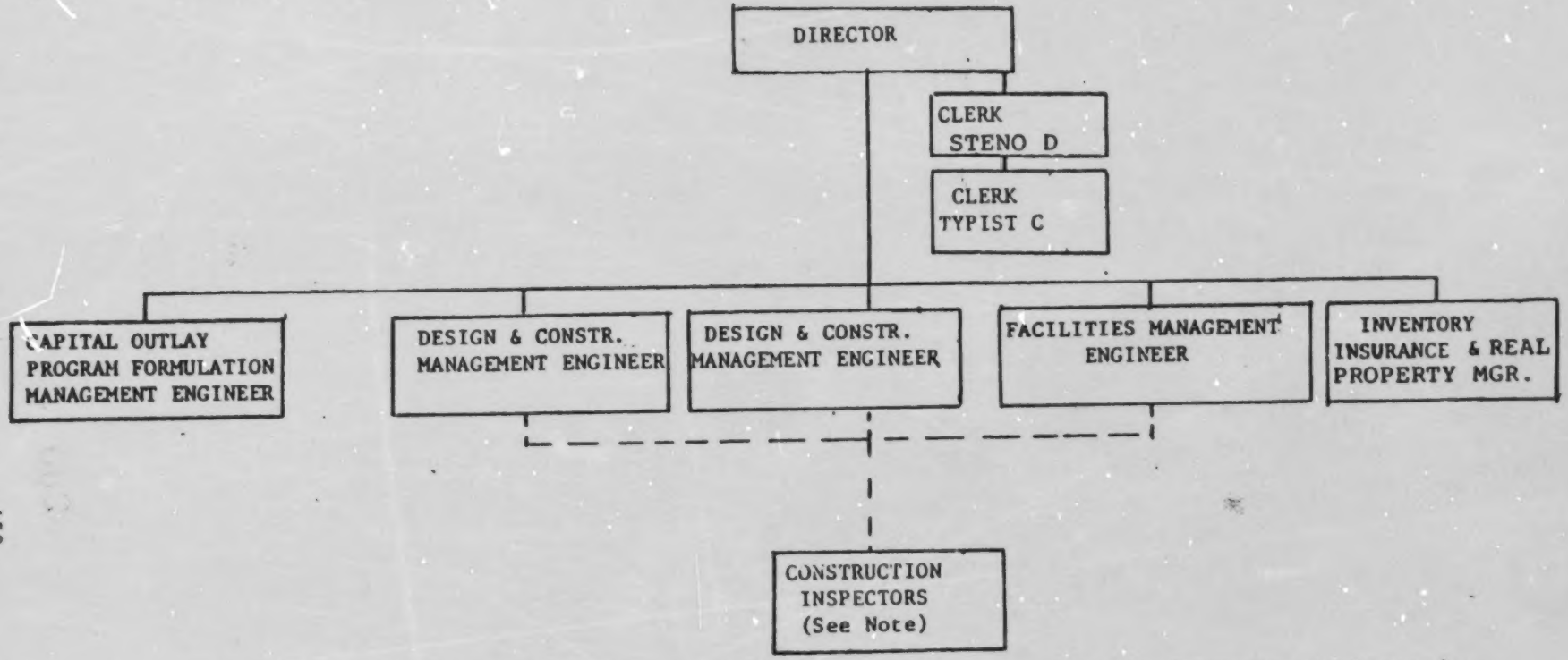
The practice of having analysts devote considerable time to field reviews of resources and the centralized management of the PROBUD files has been questioned and, thus, has been carefully examined.

The field review process provides the basis for further refinement of resource distribution strategies--a major function of this section.

Centralized management of the PROBUD files has been found to greatly increase the availability of funds and to reduce the amount of unspendable funds at the end of the fiscal year; the function and practice should be continued.

Recommendations.

The present functions of the Budget division should be retained and staffing should be held at the present level.


DIRECTOR
CLERK STENO D
CLERK TYPIST C
CAPITAL OUTLAY PROGRAM FORMULATION MANAGEMENT ENGINEER
DESIGN & CONSTR. MANAGEMENT ENGINEER
DESIGN & CONSTR. MANAGEMENT ENGINEER
FACILITIES MANAGEMENT ENGINEER
INVENTORY INSURANCE & REAL PROPERTY MGR.
CONSTRUCTION INSPECTORS (See Note)

NOTE: Project construction inspectors are employed on a project by project basis. (Temporary assignment). Positions are funded in the project Capital Outlay budget. The positions are under the supervision of the Design and Construction Management Engineers and the Facilities Management Engineer for projects under their cognizance.

FIGURE 11. FACILITIES AND ENGINEERING OFFICE

VCCS System Offices
August 1, 1983

TABLE XXXII

MANPOWER DISTRIBUTION: FACILITIES AND ENGINEERING

FACILITIES AND ENGINEERING POSITIONS AND FUNCTIONS AUGUST 1, 1983	CAPITAL OUTLAY FORMULATION PROGRAM	CAPITAL OUTLAY EXECUTION PROGRAM	FACILITIES MAINTENANCE AND OPERATIONS PROGRAMS	REAL PROPERTY INVENTORY, LEASE, EASEMENT, INSURANCE AND RECORDS PROGRAM	TOTAL
Director of Facilities and Engineering (Grade 16)	.25	.50	.20	.05	1.0
Building & Grounds Director B (Grade 14)	.10	.15	.75	-	1.0
Planning and Construction Engineer C (Grade 13)	.05	.90	.05	-	1.0
Planning and Construction Engineer B (Grade 12)	.05	.90	.05	-	1.0
Planning and Capital Outlay Assistant Director (Grade 14)	.85	.10	.05	-	1.0
Accountant C (Grade 11)	.05	.05	-	.90	1.0
Clerk Steno D (Grade 6)	.25	.50	.20	.05	1.0
Clerk D (Grade 6)	.15	.50	.25	.10	1.0
TOTAL	1.75	3.60	1.55	1.10	8.0

TABLE XXXIII

Office: Facilities and Engineering — VCCS SYSTEM OFFICES — Page 1 of 9 Pages

Section: - — FUNCTIONAL ANALYSIS UPDATE — Date: August 1, 1983

DESCRIPTION OF EACH MAJOR ACTIVITY OF THIS SECTION AND FTE PERSONNEL DEVOTED TO THE ACTIVITY.	WORKLOAD MEASURES RELATED TO THE MAJOR ACTIVITY.	MANNER IN WHICH THE MAJOR ACTIVITY RELATES TO ACTIVITIES OF OTHER AGENCIES AND THE COLLEGES.
1	2	3
Major Activity: Provides professional facilities engineering assistance for the formulation and carrying out of Systemwide policies, procedures and actions, and administers the engineering planning for and construction of Capital Outlay funded renovation, major repair and new facilities. Responsible for development and administration of facilities maintenance management programs, including maintenance standards and contract procurement. (Also see Reference I) FTE Personnel: 8.0 FTE Positions (See Table XXXII)	Workload Measures: (18 month Period) General: As staff to the Chancellor and State Board, provides professional facilities engineering advice and assistance for the formulation and carrying out of Systemwide policies procedures and actions, and administers the engineering planning for and construction of Capital Outlay funded renovation, major repair and new facilities. Responsible for development and administration of facilities maintenance management programs, including maintenance standards and contract procurement.	State Division of Engineering and Buildings is responsible for Statewide Facilities and Engineering policies, and technical review of Capital Outlay construction, but not for Agency Engineering/Planning functions. The VCCS Facilities and Engineering Staff is responsible for the activities, identified within column one, for the entire VCCS. The colleges are responsible for operating and maintaining facilities consistent with Federal, State and VCCS policies, and for identifying and justifying the educational requirements which necessitate new or renovated facilities. See Table XXXIV for detailed activity relationships.

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TABLE XXXIII

Office: Facilities and Engineering — VCCS SYSTEM OFFICES — Page 2 of 9 Pages

Section: - — FUNCTIONAL ANALYSIS UPDATE — Date: August 1, 1983

DESCRIPTION OF EACH MAJOR ACTIVITY OF THIS SECTION AND FTE PERSONNEL DEVOTED TO THE ACTIVITY. 1	WORKLOAD MEASURES RELATED TO THE MAJOR ACTIVITY. 2	MANNER IN WHICH THE MAJOR ACTIVITY RELATES TO ACTIVITIES OF OTHER AGENCIES AND THE COLLEGES. 3
	Activity Measures: (18 month period) (applicable to overall functional area) • 17 State Board Meetings prepared for and participated in: 129 Action Items 34 Information Items • 7 Chancellor's Council of Presidents meetings prepared for and participated in. • 3 Deans' meetings prepared for and participated in. • 3 Outside agency study groups prepared for and participated in. • 12 Art and Architectural Review Council meetings prepared for and participated in. • 30 Action Items.	

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TABLE XXXIII

Office: Facilities and Engineering — VCCS SYSTEM OFFICES — Page 3 of 9 Pages

Section: 7 - — FUNCTIONAL ANALYSIS UPDATE — Date: August 1, 1983

DESCRIPTION OF EACH MAJOR ACTIVITY OF THIS SECTION AND FTE PERSONNEL DEVOTED TO THE ACTIVITY.	WORKLOAD MEASURES RELATED TO THE MAJOR ACTIVITY.	MANNER IN WHICH THE MAJOR ACTIVITY RELATES TO ACTIVITIES OF OTHER AGENCIES AND THE COLLEGES.
1	2	3
	• 5 Local College Board meetings attended to respond to questions. - Evaluated proposed legislation for VCCS Impact, and prepared Positon Paters for. - Responded to Legislative, Governor's Office, and outside agency requests for information. - Maintained contact with broad spectrum of commercial and professional agencies (products, services, developments). 11,000 pieces of incoming correspondence acted upon. 12,000 pieces outgoing correspondence prepared and dispatched. 61,000 sheets of copy made and disseminated. 20,000 phone calls received and acted on.	

TABLE XXXIII

Office: Facilities and Engineering — VCCS SYSTEM OFFICES — Page 4 of 9 Pages

Section: - — FUNCTIONAL ANALYSIS UPDATE — Date: August 1, 1983

DESCRIPTION OF EACH MAJOR ACTIVITY OF THIS SECTION AND FTE PERSONNEL DEVOTED TO THE ACTIVITY. 1	WORKLOAD MEASURES RELATED TO THE MAJOR ACTIVITY. 2	MANNER IN WHICH THE MAJOR ACTIVITY RELATES TO ACTIVITIES OF OTHER AGENCIES AND THE COLLEGES. 3
	8,000 phone calls made. 49,000 business miles traveled. 532 project files maintained. 4,728 items of correspondence dictated and transcribed.	
1. Manage and administer VCCS Capital Outlay Formulation Program. (1.75 FTE)	1. • 60 Directives (External Agency) Evaluated, Applied, and Disseminated (applies also to Capital Outlay execution). • 18 Guidance Directives/ Memoranda Prepared and Disseminated. (Apply also to Capital Outlay Execution Program) • 84 Projects Developed and Processed, 1982-84 Biennium Capital Outlay Program. ($79 million)	

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TABLE XXXIII

Office: Facilities and Engineering — VCCS SYSTEM OFFICES — Page 5 of 9 Pages

Section: - — FUNCTIONAL ANALYSIS UPDATE — Date: August 1, 1983

DESCRIPTION OF EACH MAJOR ACTIVITY OF THIS SECTION AND FTE PERSONNEL DEVOTED TO THE ACTIVITY. 1	WORKLOAD MEASURES RELATED TO THE MAJOR ACTIVITY. 2	MANNER IN WHICH THE MAJOR ACTIVITY RELATES TO ACTIVITIES OF OTHER AGENCIES AND THE COLLEGES. 3
1. (Continued)	• 11 Projects Developed and Processed for Governor's Approval when General Assembly not in Session. ($.75 million) • 59 Projects Developed and Processed, 1984-86 Biennium Capital Outlay Program. ($82 million)	
2. Manage and administer approved VCCS Capital Outlay Execution Program. (3.60 FTE)	2. • 60 Directives (External Agency) evaluated, applied, and disseminated. (Apply also to Capital Outlay Formulation Programs) • 18 Guidance Directives/ Memoranda prepared and disseminated. (Apply also to Capital Outlay Formulation Programs) • 27 A/E Selections administered. • 108 Project Design Contracts administered.	

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TABLE XXXIII

Office: Facilities and Engineering — VCCS SYSTEM OFFICES — Page 6 of 9 Pages

Section: - — FUNCTIONAL ANALYSIS UPDATE — Date: August 1, 1983

DESCRIPTION OF EACH MAJOR ACTIVITY OF THIS SECTION AND FTE PERSONNEL DEVOTED TO THE ACTIVITY. 1	WORKLOAD MEASURES RELATED TO THE MAJOR ACTIVITY. 2	MANNER IN WHICH THE MAJOR ACTIVITY RELATES TO ACTIVITIES OF OTHER AGENCIES AND THE COLLEGES. 3
2. (Continued)	• 36 Project Bid Solicitations administered. • 85 Project Construction Contracts administered.	
3. Manage and administer VCCS Facilities Maintenance and Operations Programs. (1.55 FTE)	3. • 9 Directives/Guidance prepared and issued. • 8 Reports coordinated and prepared. • 4 Seminars/Conferences arranged, coordinated, and attended. • Managed and directed VCCS Energy Conservation Program in response to directives from the Federal Department of Energy and the State Office of Energy and Emergency Services. (3 grant cycles, 60 projects, $1 million plus in funds, 22 A/E selections, 30 project designs/construction)	

TABLE XXXIII

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Section: - — FUNCTIONAL ANALYSIS UPDATE — Date: August 1, 1983

DESCRIPTION OF EACH MAJOR ACTIVITY OF THIS SECTION AND FTE PERSONNEL DEVOTED TO THE ACTIVITY. 1	WORKLOAD MEASURES RELATED TO THE MAJOR ACTIVITY. 2	MANNER IN WHICH THE MAJOR ACTIVITY RELATES TO ACTIVITIES OF OTHER AGENCIES AND THE COLLEGES. 3
3. (Continued)	• Maintenance Management Pro gram Development at four (4) community colleges (six campuses). (Nationwide consultant solicitation selection, contract admin- istration. • 7 Casulty/Breakdown/Problem Engineering efforts. • 12 Maintenance Service Con tracts Engineering efforts at various colleges. • Telephone system assessments and evaluations at various colleges and System Offices. • James Monroe Building, System Offices space coor- dination, and contract pre- paration and administration for ADP space expansion. • O&M Budget and Funding needs and priority assess ment.	

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TABLE XXXIII

Office: Facilities and Engineering — VCCS SYSTEM OFFICES — Page 8 of 9 Pages

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DESCRIPTION OF EACH MAJOR ACTIVITY OF THIS SECTION AND FTE PERSONNEL DEVOTED TO THE ACTIVITY. 1	WORKLOAD MEASURES RELATED TO THE MAJOR ACTIVITY. 2	MANNER IN WHICH THE MAJOR ACTIVITY RELATES TO ACTIVITIES OF OTHER AGENCIES AND THE COLLEGES. 3
4. Manage and Administer Real Property Inventory, Lease, Easement, Insurance and Records Program. (1.10 FTE)	4. • 22 Guidance/Directives prepared and issued. • 27 reports coordinated, compiled and prepared. • 4 Seminars arranged, coordinated and conducted. • Developed and installed Automated Movable Equipment Inventory Program. (initial phases) • Coordinated, reviewed and processed annual Real Property Inventory Update. • Coordinated, reviewed and processed annual SCHEV Room Inventory Update. • Assessed risk, evaluated coverages, and arranged for all insurance coverage - liability, property, auto, etc., for VCCS.	

TABLE XXXIII

Office: Facilities and Engineering

Section: -

VCCS SYSTEM OFFICES

FUNCTIONAL ANALYSIS UPDATE

Date: August 1, 1983

DESCRIPTION OF EACH MAJOR ACTIVITY OF THIS SECTION AND FTE PERSONNEL DEVOTED TO THE ACTIVITY. 1	WORKLOAD MEASURES RELATED TO THE MAJOR ACTIVITY. 2	MANNER IN WHICH THE MAJOR ACTIVITY RELATES TO ACTIVITIES OF OTHER AGENCIES AND THE COLLEGES. 3
4. (Continued)	• 12 Leases, coordinated, reviewed and processed for approval. • 12 Easements, coordinated, reviewed and processed for approval. • 3 Facilities Use Agreements, coordinated, reviewed and processed for approval. • 8 Real Property acquisitions, disposals, coordinated and processed for approval.	

TABLE XXXIV

Office: Facilities and Engineering — VCCS SYSTEM OFFICES — Page 1 of 7 Pages

Section: - — FUNCTIONAL ANALYSIS UPDATE — Date: August 1, 1983

MANNER IN WHICH THE MAJOR ACTIVITY RELATES TO ACTIVITIES OF OTHER AGENCIES AND THE COLLEGES.

Activity: MANAGE AND ADMINISTER APPROVED VCCS CAPITAL OUTLAY FORMULATION PROGRAM

COLLEGES	SYSTEM OFFICES	SBCC	DEPT. ENGR./BLDG.	OTHER
• Identifying and justifying educational requirements, consistent with policy and guidance received. • Prepare and submit documentation to VCCS.	• Evaluate System needs, consistent with external policy and guidance. • Formulate System policies and recommend actions and priorities to State Board. • Prepare and provide System guidance to VCCS colleges for implementation of State Board policy and directives, and other central agency policy and objectives. Provide technical guidance, including cost data. • Act for State Board in contacts with VCCS colleges and with outside agencies, offices, contractors, etc. • Provide professional engineering and technical assistance to State Board, for program development and management, and for facilities planning, site development and project development. • Review college submissions for conformance to policy and guidance, and for technical adequacy.	• Consider staff recommendations and approve policy and procedures, for System-wide implementation. • Review and approve projects and programs. • Assign priorities.	• Issue procedures, including Capital Outlay Manual, to guide all agencies, consistent with Department of Planning and Budget Manuals and Directives. • Review projects from technical standpoint.	• Dept. Planning & & Budget - Issue policy (procedures for Capital Budget). - Review proposals. • SCHEV - Provide procedures and planning factors for Higher Education, Statewide, and assess and assign project priorities. - Review projects for educational need. • Other Central State Agencies (Health, Environment, Fire Marshal, Water Control, etc.) - Issue policy and guidance, and review agency submission.

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TABLE XXXIV

Office: Facilities and Engineering — VCCS SYSTEM OFFICES — Page 2 of 7 Pages

Section: - — FUNCTIONAL ANALYSIS UPDATE — Date: August 1, 1983

MANNER IN WHICH THE MAJOR ACTIVITY RELATES TO ACTIVITIES OF OTHER AGENCIES AND THE COLLEGES.

Activity: MANAGE AND ADMINISTER APPROVED VCCS CAPITAL OUTLAY EXECUTION PROGRAM

COLLEGES	SYSTEM OFFICES	SBCC	DEPT. ENGR./BLDG.	OTHER
• Carry out A/E selection process through Building Committees, and recommend approval to Local Board, which recomends approval to State Board. • Provide educational requirements to A/E for project design. Review and approve A/E designs for educational requirements. • Assist in bid advertisement. • Receive bids, evaluate and recommend action. • Assist in construction contract administration. Participate in final acceptance inspection. • Accept and utilize finished facilities.	• Evaluate System needs consistent with external policy and guidance. • Formulate System policies and recommend actions and priorities to State Board. • Prepare and provide System guidance to VCCS colleges for implementation of State Board policy and directives, and other central agency policy. • Provide technical guidance, including cost data. • Act for State Board in contracts with VCCS colleges and with outside agencies, offices, contractors, etc. • Provide professional engineering and technical assistance to State Board for program development and management, and for facilities planning, site development and project development. • Provide technical assistance to college Building Committees for A/E selections. • Review and process A/E selections for State Board and Division of Engineering and Buildings approval.	• Consider staff recommendations and approve policy and procedures for System-wide implementation. • Approve A/E selections, design submissions, and bids for award.	• Issue procedures, including Capital Outlay Manual, to guide all agencies, consistent with Code of Virginia requirements. • Review designs from technical aspect. • Act for Governor in approving A/E selections, bid awards and change orders above certain limits. • Participate in final acceptance inspections.	• Art Council - Review and approve plans for aesthetics. • Fire Marshal - Review and approve plans for fire safety. • Water Control Board - Review and approve plans for their congruent aspects. • State Health Dept. - Review and approve plans from their aspects.

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TABLE XXXIV

Office: Facilities and Engineering

VCCS SYSTEM OFFICES

Page 3 of 7 Pages

Section: -

FUNCTIONAL ANALYSIS UPDATE

Date: August 1, 1983

MANNER IN WHICH THE MAJOR ACTIVITY RELATES TO ACTIVITIES OF OTHER AGENCIES AND THE COLLEGES.

Activity: MANAGE AND ADMINISTER APPROVED VCCS CAPITAL OUTLAY EXECUTION PROGRAM (Continued)

COLLEGES	SYSTEM OFFICES	SBCC	DEPT. ENGR./BLDG.	OTHER
	• Prepare and execute, and administer A/E contracts. • Provide technical guidance to A/E for project design. • Direct revisions (Art Council, Fire Marshal, Council on Environment, etc.). • Prepare and issue bid advertisement and hold Prebid Conference. • Assist in bid opening, evaluate w/college and Local Board, and recommend to State Board for approval, for subsequent forwarding to Division of E&B for Governor's approval. • Prepare and execute, and administer construction contracts.			

TABLE XXXIV

Office: Facilities and Engineering — VCCS SYSTEM OFFICES — Page 4 of 7 Pages

Section: - — FUNCTIONAL ANALYSIS UPDATE — Date: August 1, 1983

MANNER IN WHICH THE MAJOR ACTIVITY RELATES TO ACTIVITIES OF OTHER AGENCIES AND THE COLLEGES.

Activity: MANAGE AND ADMINISTER VCCS FACILITIES MAINTENANCE AND OPERATIONS PROGRAMS

COLLEGES	SYSTEM OFFICES	SBCC	DEPT. ENGR./BLDG.	OTHER
• Operate and Maintain facilities consistent with policy guidance and direction received. • Identify college needs and take action to quantify and provide justification for resources required to meet needs. • Assess priorities. • Plan and carry out Fire Safety Programs.	• Evaluate System needs, taking in account external policy guidance and directives. • Formulate System policies, and recommend actions and priorities for approval by State Board. • Prepare and provide System guidance to VCCS colleges for implementation of State Board policy and directives, and other central agency policy and directives. • Act for State Board in contacts with outside agencies, offices and contractors, etc. • Provide professional engineering and technical assistance to Board, for program development and management, and for Facilities Maintenance and operations management. • Provide technical review of contract specifications, bids and contract forms. • Administer Fire Safety Program for System. • Conduct periodic inspections of colleges to determine material condition, and conformance to policy and directives of State Board and other agencies.	• Consider staff recommendations and approve policy and procedures for System-wide implementation. • Assign priorities. • Determine standards of maintenance and procedures to obtain desired standards.	• Issue policy and procedures consistent with Code of Virginia requirements. • Conduct periodic inspections to see how policies and procedures are being carried out (about one college per year).	None

TABLE XXXIV

Office: Facilities and Engineering — VCCS SYSTEM OFFICES — Page 5 of 7 Pages

Section: - — FUNCTIONAL ANALYSIS UPDATE — Date: August 1, 1983

MANNER IN WHICH THE MAJOR ACTIVITY RELATES TO ACTIVITIES OF OTHER AGENCIES AND THE COLLEGES.

Activity: MANAGE AND ADMINISTER VCCS FACILITIES MAINTENANCE AND OPERATIONS PROGRAMS (Continued)

COLLEGES	SYSTEM OFFICES	SBCC	DEPT. ENGR./BLDG.	OTHER
	• Administer Energy Conservation Program for System, including participation in Federal/State cost shared audits, retrofits and modifications program. • Administer Handicapped Access Program for System. • Maintain central files of drawings and specifications for System-wide use.			

TABLE XXXIV

Office: Facilities and Engineering — VCCS SYSTEM OFFICES — Page 6 of 7 Pages

Section: - — FUNCTIONAL ANALYSIS UPDATE — Date: August 1, 1983

MANNER IN WHICH THE MAJOR ACTIVITY RELATES TO ACTIVITIES OF OTHER AGENCIES AND THE COLLEGES.

Activity: MANAGE AND ADMINISTER REAL PROPERTY INVENTORY, LEASE, EASEMENT, INSURANCE, AND RECORDS PROGRAM

COLLEGES	SYSTEM OFFICES	SBCC	DEPT. ENGR./BLDG.	OTHER
• Perform Real Property Inventory in accordance with policy and guidance provided. • Determine need for space lease, prepare and forward documentation in accordance with policy and guidance provided. • Determine need for Easements, in conjunction with local interests, for meeting local needs. Have prepared and forwarded to System Offices for processing, in accordance with policy and guidance provided. • Determine need for special insurance coverage to meet local needs. Document and provide justification to System Offices for processing to obtain. • Provide updated inventory data to support insurance coverage needs (Buildings). • Prepare documentation for claims, and process. • Take local action to identify risks, and take action to mitigate, and/or obtain insurance to cover. • Identify excess Real Property and initiate action to document and declare surplus.	• Evaluate System needs, taking into account exeternal policy guidance and directions. • Formulate System policies, and recommend actions and priorities for approval by the State Board. • Prepare and provide System guidance to VCCS colleges for implementation of State Board policy and directives, nd policy and directives from the Governor and other central agencies. • Act for State Board in contacts with VCCS colleges and with outside agencies, offices, contractors, and others. • Provide professional engineering and technical assistance to State Board, for program development and management, and for Real Property Inventory, Lease, Easement and Insurance Management. • Provide central repository for deeds, easements, and other Real Property records. • For easements related to new construction, take action in conjunction with colleges to have prepared, and process for approval. • For Capital Outlay construction, obtain Builder's Rick endorsement for all contracts. Process claims against coverage.	• Consider staff recommendations, and approve policy and procedures, for System-wide implementation. • Approve proposed Easements, Real Property Acquisitions and disposals.	• Issue procedures and policies, and process proposed Real Property actions for approval by the Governor's Office.	• Office of Risk Management - Provide policy and procedures for central insurance programs. Purchase coverage for central policies. • SCHEV - In conjunction with E&B provide guidance for Building and Room Inventory Programs.

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TABLE XXXIV

Office: Facilities and Engineering — VCCS SYSTEM OFFICES — Page 7 of 7 Pages

Section: - — FUNCTIONAL ANALYSIS UPDATE — Date: August 1, 1983

MANNER IN WHICH THE MAJOR ACTIVITY RELATES TO ACTIVITIES OF OTHER AGENCIES AND THE COLLEGES.

Activity: MANAGE AND ADMINISTER REAL PROPERTY INVENTORY, LEASE, EASEMENT, INSURANCE, AND RECORDS PROGRAM (Continued)

COLLEGES	SYSTEM OFFICES	SBCC	DEPT. ENGR./BLDG.	OTHER
	• Work with Office of Risk Management to obtain System-wide coverage - property, liability, auto, Workmen's Compensation, etc. • For coverages not provided thru ORM, prepare specification, advertise, receive bids, evaluate, and award contract to obtain needed coverage. • Provide advice and assistance to colleges in documenting and prosecuting claims. • Evaluate System-wide risks, and develop programs to mitigate and/or provide insurance coverage.			

REFERENCE A

SYSTEM OFFICES

FACILITIES AND ENGINEERING FUNCTIONS

OVERVIEW

Since the inception of the Community College System the professional engineering management and Capital Outlay contracting functions have been carried out centrally, under the direct control of the Chancellor and State Board, with the routine facilities operations and maintenance performed by each college. Conversely, the physical plant educational requirements have been the primary purview of the individual college Presidents and staffs. This has been predicated on the assessment that individual colleges, could best determine local educational needs, but in general, could not justify full-time engineering staff to implement facilities programs, whereas a few staff members located centrally could serve the essential professional engineering design, construction and support requirements for all colleges in the System. Up until three years ago, there were no facilities engineers located at any of the 23 colleges. Recognizing that the once predominately new Community College System physical plant was now requiring increased engineering attention as it ages, a maintenance engineer has been added to the central staff, and an engineer has been added at Northern Virginia, at Tidewater, and at Virginia Western Community Colleges. In addition, an experienced and registered professional engineer has been retained in the System Offices to direct the engineering function for the Community College System. It must be emphasized that there is no facilities engineering capability at this time at 20 of the 23 community colleges, and that professional engineering assistance at those colleges is provided entirely by the System Offices, to the extent that in-house assistance is available at all.

As a matter of policy, maximum use is made of professional consultants to provide engineering assistance for the Virginia Community College System, including the actual design of new facilities. Such consultant assistance, however, still requires in-house engineering effort to procure, prepare and manage the professional consultant contracts effectively, and in carrying out State Board functions. Staff engineers are necessary also to provide continuing staff support for the Chancellor and State Board for Community Colleges, to aid them in carrying out their responsibilities for managing the System, including the extensive physical plant.

The workload at the present time includes more than 100 active contracts involving all of the colleges, for facilities design, construction, and major maintenance/repair effort. Imposing this additional workload on the individual colleges without providing adequate additional engineering staff at the college level to handle the workload could be detrimental to the effective management of the System's physical facilities. It is noted that minor repair and maintenance service contracts are administered by college staffs, after assistance in preparing procurement specifications is provided by the central engineering staff.

It should be noted that other State Government entities have a central office for management and carrying out of engineering functions. The State Department of Corrections and the State Department of Mental Health both have central office engineering functions, which operate in a manner analogous to that of the central engineering office in the VCCS. Both have Statewide activities which are operated locally, under the overall direction and control of a single board. Another example and comparison are the facilities engineering resources existing today in the Community College System versus that existing at the University of Virginia.

	UVA	VCCS
• Building square footage (Inside space)	4,913,760	4,076,423 (Fall 82 SCHEV Data)
• Engineering staff (Professionals, Technicians & Draftsmen)	40 (approx.)	5 System (Engrs/Archts)
	—	4 Colleges (3 Engrs, 1 Draftsman)
Total	40	9

Compliance with the new Public Procurement Act (effective January 1, 1983) and the Uniform Statewide Building Code (recently emphasized), coupled with the increasing evidence of need for more engineering attention, particularly in the maintenance area as the physical plant ages, indicate a need for additional engineering resources being applied to the Community College System in order to protect the State's investment in the VCCS $300 million physical plant. There is an especially urgent need to enhance electrical and mechanical engineering capability to the engineering resources now available to the Community College System in a manner where the services can best be provided to all the colleges in the System.

VCCS System Offices

CRITICAL ANALYSIS: INTERVIEW QUESTIONS

OFFICE: Facilities and Engineering

SECTION: -

1. Are the functions of the office/section indispensible to the State Board and/or the Chancellor?

   The Facilities and Engineering Office assists the State Board and Chancellor in the development of System-wide Plans and policies, and provides necessary management and oversight to insure that the State Board's plans and policies are effectively implemented. The central function allows for review and analysis of data and information critical to State Board decisions regarding priorities and System-wide applications of resources. This role is especially critical to facilities maintenance and operations and to Capital Outlay plans and programs.

2. Is the current staff in the office/section adequate to perform the office's functions at a minimally acceptable level for the foreseeable future?

   Yes, but the staffing is marginal to carry out necessary functions. College level engineering support is available only at three of the larger VCCS colleges, and therefore most colleges must rely on central staff for any in-house professional engineering support. As the plant ages and as resource application and priorities take on additional importance, the need for additional engineering support which cannot reasonably be contracted out becomes more pressing, particularly in the electrical and mechanical areas.

3. What are the ALTERNATIVES to the current performance of the office's functions that would improve efficiency and effectiveness and minimize FTE positions? Note: This question should examine the potential for eliminating some activities, requiring increased workload of current staff, enhancing automated support, and transferring some or all activities to all colleges or to some colleges, and/or to external agencies.

   Alternative 1: Maintain current functions and staffing. Continue development of facilities and engineering management strategies and computer systems support to allow staff to manage increasing workloads and special projects most effectively.

OFFICE: Facilities and Engineering

SECTION: -

3. Condinued.

Alternative 2: Transfer functions to colleges and add engineering staff at colleges to carry it out. The System Offices support would serve primarily a coordinating and liaison role for the Chancellor and State Board regarding facilities and engineering matters.

Atlernative 3: Forego engineering support.

4. What IMPACT would the implementation of each alternative from Question 3 have on other offices and/or functions in the System Offices, the colleges, or external agencies? Note: This question should examine how a proposed alternative might alter activities, workload, staffing, etc., of other offices in the System Offices, at the colleges, and at other agencies.

Alternative 1: Minimal impact on functions and staff for the present. Some improved efficiencies over time, but with an increasingly pressing need for electrical and mechanical engineering support still not available.

Alternative 2: Loss of direct internal control and management capabilities if functions transferred to colleges. Cost increases to System and less efficient overall performance of functions.

Alternative 3: The foregoing of engineering support would save dollars initially, but be inconsistent with prudent management and protection of the State's investments, and expose the Chancellor, State Board, and others to potential increased liability risks in health and safety areas.

DISCUSSION AND RECOMMENDATIONS

FACILITIES AND ENGINEERING

Discussion.

There are two almost mutually exclusive perspectives regarding the functions of the Facilities and Engineering division. At the risk of oversimplification, the issue involves how much the State Board can safely and legally delegate to the colleges in the areas of building design, construction, renovation, maintenance standards, and record-keeping related to land and facilities.

The major considerations that have lead to the present organization include:

(1) The State Board for Community Colleges has the responsibility to assure that the facilities of the colleges that make up the Virginia Community College System are equitably distributed, soundly and economically constructed, and properly maintained. The Board has indicated that it does not deem it appropriate to delegate this responsibility to the colleges without detailed oversight by a capable staff directly responsible to the Board.

(2) Except for a very few of the larger colleges, a building design and construction project occurs only infrequently. It is not practical to maintain expertise at each local college to handle the host of technical and legal details involved in a design and construction project, yet when such a project is undertaken, the expertise is required. On the other hand, there is a fairly steady series of

building and design projects taking place throughout the VCCS. It is, therefore, more efficient to maintain a staff at the System Offices with the required expertise and assign its efforts where needed within the System.

(3) The State Uniform Building Code requires that alterations to buildings (both major renovations and relatively minor modifications) be reviewed and approved by registered professional engineers. Most colleges do not have such persons on their staffs, nor would the workload justify such a position at any but the larger colleges.

(4) Recognizing that college administrators have many competing pressures on them, the State Board has determined that it needs to provide oversight and standards to assure that appropriate emphasis is placed on building maintenance and repair.

(5) A professional staff is more likely to get maximum service from architects, professional engineering firms, and building contractors than would most local college administrators.

It should be noted that the present Facilities and Engineering division has broader responsibilities than it did in the earlier days of the VCCS; functional responsibility for facilities inventories and risk management have been added in recent years.

Some of the colleges (presently three) have staff members with expertise and responsibilities in the facilities and engineering area. The procedures and practices of the System Offices Facilities and Engineering division need to be developed in such a manner as to

recognize and make greater use of these resources. Where a college has such staff expertise, it should be able to handle many of the responsibilities that the System Offices staff must assume for the other colleges.

The present efforts to develop maintenance standards for the colleges should be continued and expanded to all colleges. When these standards have been developed the college administrators should be in a better position to manage their own maintenance programs with only general oversight from the System Offices; they will know what is expected of them.

Recommendations.

The functions and staffing levels of the Facilities and Engineering division should be maintained at the current level for the present.

Colleges with professional engineering staff capabilities should have delegated responsibilities consistent with their expertise.

The current program for the development of building maintenance standards should be continued.

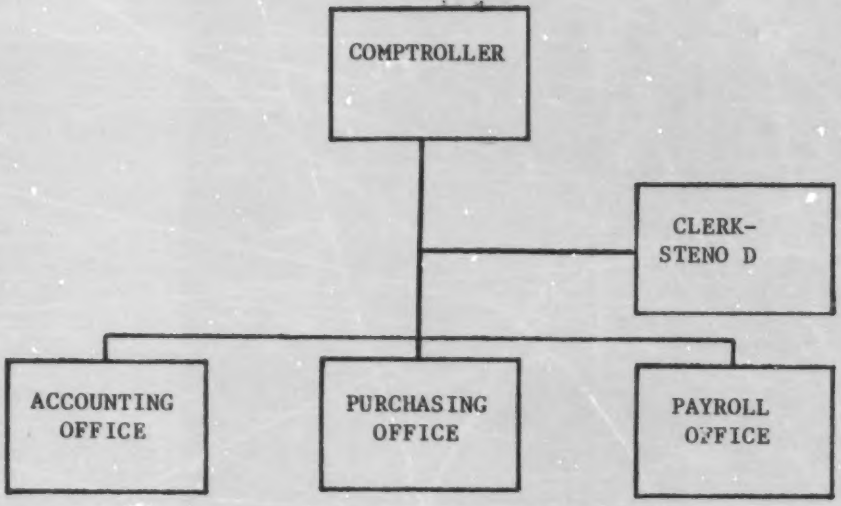

FIGURE 12. COMPTROLLER'S OFFICE

VCCS System Offices
August 1, 1983

TABLE XXXV

MANPOWER DISTRIBUTION: COMPTROLLER

COMPTROLLER POSITIONS AND FUNCTIONS AUGUST 1, 1983	ADMINISTRATION OF ACCOUNTING	ADMINISTRATION OF PAYROLL	ADMINISTRATION OF PURCHASING	TOTAL
Comptroller (Grade 17)	.8	.1	.1	1.0
Clerk-Steno D (Grade 6)	.8	.1	.1	1.0
TOTAL	1.6	.2	.2	2.0

TABLE XXXVI

Office: Comptroller's Office

Section: Comptroller

VCCS SYSTEM OFFICES

FUNCTIONAL ANALYSIS UPDATE

Date: August 1, 1983

DESCRIPTION OF EACH MAJOR ACTIVITY OF THIS SECTION AND FTE PERSONNEL DEVOTED TO THE ACTIVITY. 1	WORKLOAD MEASURES RELATED TO THE MAJOR ACTIVITY. 2	MANNER IN WHICH THE MAJOR ACTIVITY RELATES TO ACTIVITIES OF OTHER AGENCIES AND THE COLLEGES. 3
Major Activity: 1. The Comptroller is the chief accounting and fiscal control officer for the Virginia Community College System and reports directly to the Vice Chancellor of Administrative and Fiscal Affairs. Specific areas of responsibility include administering the full range of functional responsibilities associated with general accounting, payroll, and purchasing activities; developing functional systems to provide State Board for Community Colleges, as well as System Offices administration and college authorities with the information necessary for financial and administrative decisions. Develops standard procedures for implementing state and VCCS policies relating to financial and fiscal matters.	Workload Measure: 1. • Direct supervision of functions involving seventeen (17) FTE positions. • Formulation of control policy and procedures for $170 million in annual resources. • Preparation of annual financial report on the cash basis, and annual financial report on the accrual basis.	1. Interfaces with the State Comptroller on all financial matters including pre-audit of transactions, payroll, and reconciliation with State Comptroller records.

TABLE XXXVI

Office: Comptroller's Office

VCCS SYSTEM OFFICES

Section: Comptroller

FUNCTIONAL ANALYSIS UPDATE

Date: August 1, 1983

DESCRIPTION OF EACH MAJOR ACTIVITY OF THIS SECTION AND FTE PERSONNEL DEVOTED TO THE ACTIVITY. 1	WORKLOAD MEASURES RELATED TO THE MAJOR ACTIVITY. 2	MANNER IN WHICH THE MAJOR ACTIVITY RELATES TO ACTIVITIES OF OTHER AGENCIES AND THE COLLEGES. 3
1. Major Activity (Continued) FTE Personnel: 1.0 FTE Position (See Table XXXV) Major Activity: 2. The Clerk Steno D position provides secretarial support to the Comptroller. FTE Personnel: 1.0 FTE Position (See Table XXXV)	2. Full-time secretarial support to the functions of the Comptroller.	2. Not Applicable.

VCCS System Offices

CRITICAL ANALYSIS: INTERVIEW QUESTIONS

OFFICE: Comptroller

SECTION: -

1. Are the functions of the office/section indispensible to the State Board and/or the Chancellor?

   The Comptroller serves as the chief accounting and fiscal control officer for the Virginia Community College System, with responsibility for the Accounting, Purchasing and Payroll Sections. The Comptroller develops and administers standard procedures and systems to provide the State Board, System Offices management, and college management with information essential to financial and administrative decisions and reporting.

2. Is the current staff in the office/section adequate to perform the office's functions at a minimally acceptable level for the foreseeable future?

   Yes. The Comptroller supervises the Accounting, Purchasing, and Payroll offices that are adequately staffed to meet current workload requirements. The Clerk-Steno D position assigned to the Comptroller's Office is adequate to provide clerical support to the position.

3. What are the ALTERNATIVES to the current performance of the office's functions that would improve efficiency and effectiveness and minimize FTE positions? Note: This question should examine the potential for eliminating some activities, requiring increased workload of current staff, enhancing automated support, and transferring some or all activities to all colleges or to some colleges, and/or to external agencies.

   Alternative 1: Maintain current functions and staffing level.

   Alternative 2: Eliminate Comptroller's Office and return Comptroller's responsibilities to the Vice Chancellor for Administrative and Fiscal Affairs and/or his designee(s).

OFFICE: Comptroller

SECTION: -

4. What IMPACT would the implementation of each alternative from Question 3 have on other offices and/or functions in the System Offices, the colleges, or external agencies? Note: This question should examine how a proposed alternative might alter activities, workload, staffing, etc., of other offices in the System Offices, at the colleges, and at other agencies.

Alternative 1: No impact. Current capability and appropriate supervision and administration of Accounting, Purchasing, and Payroll functions would continue.

Alternative 2: Vice Chancellor's direct span of control would significantly increase, creating difficulty in managing day-to-day operations and responding to problems and special requests. Administrative workload and coordination responsibilities would increase for section heads in the Accounting, Purchasing and Payroll areas, thus taking away from time needed to manage the specific day-to-day requirements of their respective sections.

DISCUSSION AND RECOMMENDATIONS

COMPTROLLER

Discussion.

The functions of managing financial policies and procedures, as opposed to the more general fiscal management of the proposed Vice Chancellor of Administrative Services, represent a professional specialty appropriate to the proper functioning of the System Offices. The functions are needed for the Chancellor and the State Board to assure that the financial resources of the System are properly applied and accounted for.

Recommendation.

The position of Comptroller should be retained with the present level of direct clerical support.

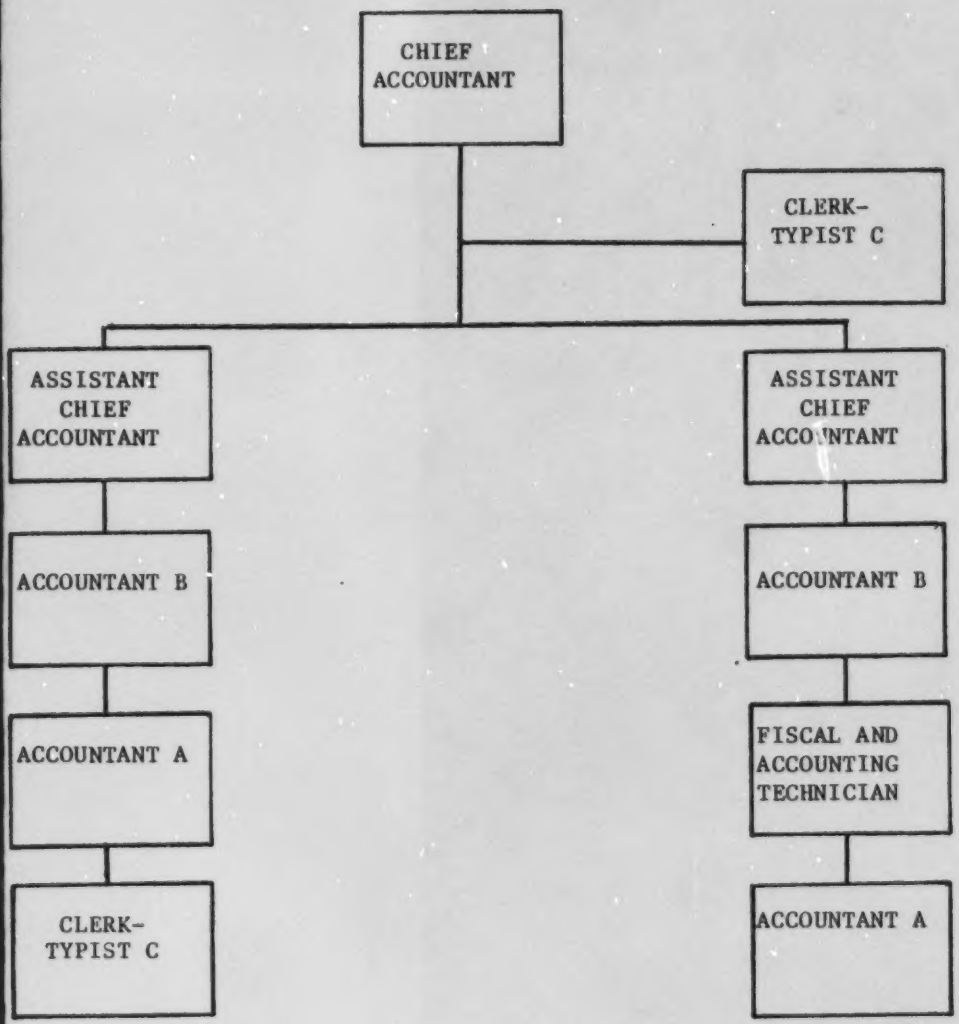

FIGURE 13. ACCOUNTING OFFICE

TABLE XXXVII

MANPOWER DISTRIBUTION: ACCOUNTING

ACCOUNTING POSITIONS AND FUNCTIONS* AUGUST 1, 1983	ACCOUNTS RECONCILIATION	ACCOUNTING FOR CAPITAL OUTLAY	ACCOUNTING SYSTEM MAINTENANCE	POLICY, DIRECTIVES AND PROCEDURES DEVELOPMENT	SYSTEM OFFICES ACCOUNTING	QUALITY CONTROL OF FINANCIAL DOCUMENTS	FINANCIAL REPORTING	TOTAL
Accountant D (Grade 14)	.10	-	.30	.30	-	.10	.20	1.0
Accountant C (Grade 11)(2 positions)	.60	.20	.20	.20	.20	.20	.40	2.0
Accountant B (Grade 9) (2 Positions)	.60	-	.40	-	-	.60	.40	2.0
Accountant A (Grade 6) (2 Positions)	-	-	-	-	.20	1.80	-	2.0
Fiscal & Accounting Technician (Grade 7)	.10	.90	-	-	-	-	-	1.0
Clerk Typist C (Grade 4) (2 Positions)	.20	.10	-	.20	1.20	.20	.10	2.0
TOTAL	1.60	1.20	.90	.70	1.60	2.90	1.10	10

TABLE XXXVIII

Office: Comptroller — VCCS SYSTEM OFFICES — Page 1 of 5 Pages

Section: Accounting — FUNCTIONAL ANALYSIS UPDATE — Date: August 1, 1983

DESCRIPTION OF EACH MAJOR ACTIVITY OF THIS SECTION AND FTE PERSONNEL DEVOTED TO THE ACTIVITY. 1	WORKLOAD MEASURES RELATED TO THE MAJOR ACTIVITY. 2	MANNER IN WHICH THE MAJOR ACTIVITY RELATES TO ACTIVITIES OF OTHER AGENCIES AND THE COLLEGES. 3
Major Activity: Preparation of annual and periodic financial reports, analysis, and statements. Maintenance and control of VCCS accounting systems and functions. Reconciliation of VCCS records to Federal and State records. Maintain fiscal books for all of the System's capital outlay activity. 1. Reconciliation of the following accounts (fund/detail) monthly for each college, System Offices, and Industrial Training with State Comptrollers accounts. (1.6 FTE)	Workload Measure: NO. 1.• Cash balance 300 • Appropriation 300 • Allotment 300 • Expenditures 300 • Revenues 300 • Encumbrance Orders for salaries, wages, and fringes 300 • Input adjusting/ correcting entries 1500	College accounting information is recorded in a manner deemed most useful by outside agencies and VCCS management for decision making. Analysis is provided to supplement useful accounting information. See Table XXXIX

TABLE XXXVIII

Office: Comptroller

VCCS SYSTEM OFFICES

Page 2 of 5 Pages

Section: Accounting

FUNCTIONAL ANALYSIS UPDATE

Date: August 1, 1983

DESCRIPTION OF EACH MAJOR ACTIVITY OF THIS SECTION AND FTE PERSONNEL DEVOTED TO THE ACTIVITY. 1	WORKLOAD MEASURES RELATED TO THE MAJOR ACTIVITY. 2	MANNER IN WHICH THE MAJOR ACTIVITY RELATES TO ACTIVITIES OF OTHER AGENCIES AND THE COLLEGES. 3
Major Activity: 2. Accounting for VCCS Capital Outlay Appropriations including. (1.2 FTE)	Workload Measure: 2.• Input each project budget into VCCS financial accounting system — NO. 200 • Prepares Operating plans in support of requested appropriation and/or allotment of funds — 60 • Post cash and allotment statement when appropriation and/or allotment changes — 60 • Submit Capital Outlay vouchers for payment — 600 • Develop quarterly expenditure report for each active project — 4 • Prepares annual schedule of plant assets under construction and completed — 1	See Table XXXIX

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TABLE XXXVIII

Office: Comptroller — VCCS SYSTEM OFFICES — Page 3 of 5 Pages

Section: Accounting — FUNCTIONAL ANALYSIS UPDATE — Date: August 1, 1983

DESCRIPTION OF EACH MAJOR ACTIVITY OF THIS SECTION AND FTE PERSONNEL DEVOTED TO THE ACTIVITY. 1	WORKLOAD MEASURES RELATED TO THE MAJOR ACTIVITY. 2	MANNER IN WHICH THE MAJOR ACTIVITY RELATES TO ACTIVITIES OF OTHER AGENCIES AND THE COLLEGES. 3
Major Activity:	Workload Measure: 2. (continued) NO. • Prepares operating plan for each active project on June 30 to carry forward unexpended appropriations 75 • Maintains internal coding structure to identify each project in the VCCS Accounting Data Base On-going	
3. Maintenance of Financial Accounting System. (.90 FTE)	3.• Evaluate changes to Accounting Data Base 100 • Interact with Data Services to maintain and enhance VCCS Automated Accounting System 18 job requests	See Table XXXIX

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TABLE XXXVIII

Office: Comptroller — VCCS SYSTEM OFFICES — Page 4 of 5 Pages

Section: Accounting — FUNCTIONAL ANALYSIS UPDATE — Date: August 1, 1983

DESCRIPTION OF EACH MAJOR ACTIVITY OF THIS SECTION AND FTE PERSONNEL DEVOTED TO THE ACTIVITY. 1	WORKLOAD MEASURES RELATED TO THE MAJOR ACTIVITY. 2	MANNER IN WHICH THE MAJOR ACTIVITY RELATES TO ACTIVITIES OF OTHER AGENCIES AND THE COLLEGES. 3
Major Activity:	Workload Measure:	
4. Interpretation of State policies, directives, and procedures. Development of implementing procedures when appropriate. (.70 FTE)	4. 50 actions.	See Table XXXIX
5. Performs full range of accounting activities for System Offices including Industrial Training. (1.60 FTE)	5. 3,418 Vouchers	See Table XXXIX
6. Quality Control of financial documents submitted by colleges for processing to State Comptroller. (2.9 FTE)	6. 5,000 vouchers reviewed of 70,000 vouchers initiated by colleges. 750 deposits of 10,000 deposits submitted by colleges.	See Table XXXIX

TABLE XXXVIII

Office: Comptroller

VCCS SYSTEM OFFICES

Section: Accounting

FUNCTIONAL ANALYSIS UPDATE

Date: August 1, 1983

DESCRIPTION OF EACH MAJOR ACTIVITY OF THIS SECTION AND FTE PERSONNEL DEVOTED TO THE ACTIVITY. 1	WORKLOAD MEASURES RELATED TO THE MAJOR ACTIVITY. 2	MANNER IN WHICH THE MAJOR ACTIVITY RELATES TO ACTIVITIES OF OTHER AGENCIES AND THE COLLEGES. 3
Major Activity: 7. Financial Reporting. (1.10 FTE)	Workload Measure: 7.• Financial Statement required by State Comptroller using accrual method of accounting - 75 Statements • Higher Education General Information Survey - 23 Statements • Quarterly report using cash basis - 96 Statements • Monthly report of receipts - 276 Statements • Special reports - 20 Reports	See Table XXXIX

TABLE XXXIX

Office: Comptroller

Section: Accounting

VCCS SYSTEM OFFICES

FUNCTIONAL ANALYSIS UPDATE

Page 1 of 2 Pages

Date: August 1, 1983

MANNER IN WHICH THE MAJOR ACTIVITY RELATES TO ACTIVITIES OF OTHER AGENCIES AND THE COLLEGES.

ACTIVITY	COLLEGES	SYSTEM OFFICES - ACCOUNTING	DEPARTMENT OF ACCOUNTS	OTHER
1. Reconciliation of Accounts.	1. Not involved in reconciliation of CARS reports. Receive year-end reports for audit purposes.	1. • CARS reports are reconciled monthly. • CARS reports are reconciled to VCCS statements. • After reports are reconciled, adjusting entries (75-100 Transactions a month) are made to either CARS or VCCS records.	1. • Submits to VCCS Accounting Office all CARS (Commonwealth Accounting and Reporting System) reports for VCCS System Offices and twenty-three community colleges. • Process necessary adjusting entries in CARS.	1. None
2. Accounting for Capital Outlay Appropriations.	2. • Local Fund Cash Deposits. • Equipment Disbursement. • Vouchers Submitted to VCCS Accounting for Processing	2. • Process Disbursement Vouchers with Department of Accounts. • Submit to VCCS Budget, requests for changes in appropriation, allotment and operating plans which are generated from capital outlay forms. Also, establish unexpended balances in PROBUD. • Make necessary changes in project budgets, revenues and allotments based on approved capital outlay forms and advices of allotments. • Prepare and develop financial statements and reports. • Maintain internal coding structure for each project.	2. • Processes appropriation, allotments, disbursement and revenue transactions.	2. Division of Engineer and Buildings • Approve Capital Outlay Forms. VCCS Facilities and Engineering • Prepare and Process Outlay Forms. • Contractor, A & E Fees and Miscellaneous Disbursement Vouchers Submitted to VCCS Accounting for Processing.

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TABLE XXXIX

Office: Comptroller

Section: Accounting

VCCS SYSTEM OFFICES

FUNCTIONAL ANALYSIS UPDATE

Date: August 1, 1983

MANNER IN WHICH THE MAJOR ACTIVITY RELATES TO ACTIVITIES OF OTHER AGENCIES AND THE COLLEGES.

ACTIVITY	COLLEGES	SYSTEM OFFICES - ACCOUNTING	DEPARTMENT OF ACCOUNTS	OTHER
3. Quality control of financial documents submitted by colleges	3. Process Disbursement and Revenue Documents.	3. • Sample disbursement documents checked for accuracy of coding, proper approving signature, assurance of conformance to State and VCCS rules and regulations, etc. • Maintain batch log of vouchers being processed with Department of Accounts. • Sample revenue documents checked for proper coding and mathematical correctness. • Minor problems from samples are resolved by individual contact, major problems are resolved by contacting the Dean of Finance, or systemwide problems are resolved at workshops.	3. Record Disbursement and Revenue Transactions in CARS.	3. None

VCCS System Offices

CRITICAL ANALYSIS: INTERVIEW QUESTIONS

OFFICE: Comptroller

SECTION Accounting

1. Are the functions of the office/section indispensible to the State Board and/or the Chancellor?

   The Accounting function supports the Chancellor's and the State Board's responsibility for verifying the financial integrity of the VCCS. The Office provides the Chancellor and State Board with necessary management and oversight to assure that State Board plans and policies are being effectively implemented. In this role, central Accounting's primary activity is quality assurance of financial documents and reconciliation of all accounts of the colleges and the System Offices.

2. Is the current staff in the office/section adequate to perform the office's functions at a minimally acceptable level for the foreseeable future?

   Yes. Adequate for current workload requirements.

3. What are the ALTERNATIVES to the current performance of the office's functions that would improve efficiency and effectiveness and minimize FTE positions? Note: This question should examine the potential for eliminating some activities, requiring increased workload of current staff, enhancing automated support, and transferring some or all activities to all colleges or to some colleges, and/or to external agencies.

   The Accounting functions are currently staffed at the minimum level (ten FTE positions) to properly handle the quality assurance checks, reconciliation of accounts, and other oversight functions essential to the management and governance of the System.

4. What IMPACT would the implementation of each alternative from Question 3 have on other offices and/or functions in the System Offices, the colleges, or external agencies? Note: This question should examine how a proposed alternative might alter activities, workload, staffing, etc., of other offices in the System Offices, at the colleges, and at other agencies.

   No general impact applies to retaining the current level of functions and staff. If the System Offices functions and staff were significantly reduced, some of the Accounting staff time associated with System Offices accounting requirements could be shifted to other accounting functions.

DISCUSSION AND RECOMMENDATIONS

ACCOUNTING

Discussion.

The accounting functions have been decentralized as far as prudent fiscal management will allow. The criticism of excessive accounting review and duplication of paperwork, heard from some presidents in the course of this study, appear to eminate from earlier patterns of operation and are no longer valid.

College personnel presently input virtually all of their accounting records directly into the computer. For about ninety percent of the transactions, only summary information is reviewed. That is, a check is made to see that the sum of the vouchers add up to the amount shown on the batch header sheet. Ten percent of the transactions are randomly selected for a detailed review in order to provide quality assurance. This appears to be a proper and prudent procedure.

The Chief Accountant also supervises the payroll section.

Recommendations.

The accounting functions and staff should be maintained at their present level.

At least two accounting personnel should be thoroughly cross-trained on payroll procedures.

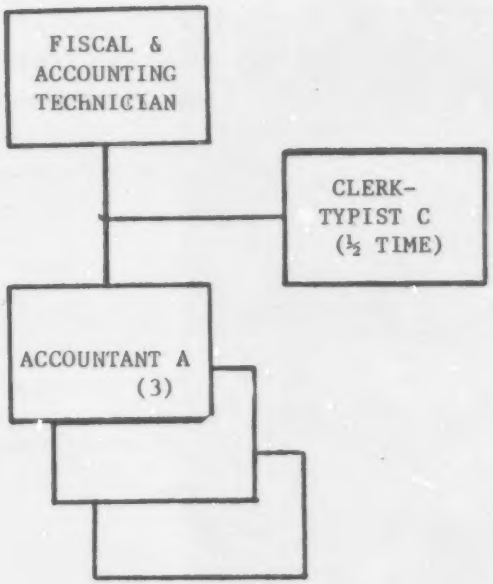

FIGURE 14. PAYROLL OFFICE

VCCS System Offices
August 1, 1983

TABLE XL

MANPOWER DISTRIBUTION: PAYROLL

PAYROLL POSITIONS AND FUNCTIONS* AUGUST 1, 1983	PAYROLL PROCESSING AND REPORTING	TOTAL
Fiscal and Accounting Technician (Grade 7)	1.0	1.0
Accountant A (Grade 6) (3 Positions)	3.0	3.0
Clerk-Typist C* (Grade 4)	.5	.5
TOTAL	4.5	4.5

*50% of position assigned to Personnel Office.

TABLE XLI

Office: Comptroller

VCCS SYSTEM OFFICES

Page 1 of 1 Pages

Section: Payroll

FUNCTIONAL ANALYSIS UPDATE

Date: August 1, 1983

DESCRIPTION OF EACH MAJOR ACTIVITY OF THIS SECTION AND FTE PERSONNEL DEVOTED TO THE ACTIVITY. 1	WORKLOAD MEASURES RELATED TO THE MAJOR ACTIVITY. 2	MANNER IN WHICH THE MAJOR ACTIVITY RELATES TO ACTIVITIES OF OTHER AGENCIES AND THE COLLEGES. 3
Major Activity: Provides centralized payroll functions which produce paychecks and all related employee earning records and employee reports for all VCCS employees (full-time and part-time). Provides guidance to college personnel in preparing detailed payroll input information. Establish and coordinate payroll schedules and work flow with colleges, VCCS Data Center, and State Comptroller's Office. Adjust, audit, and coordinate payments of salaries that require special check adjustments when unusual or abnormal situations exist. Reconciles, records, and prepares monthly Systemwide reports such as social security deductions from employee's pay, quarterly 941E reports, quarterly VA-5A Employer Return reports, etc. FTE Personnel: 3.5 FTE Positions (See Table XL).	Workload Measure: (1982-83) • 16,000 employees paid - 4,500 full-time -11,500 part-time • 90 different payrolls processed - 10 Summer faculty - 24 Full-time employees - 56 Part-time faculty • Average number of transactions by type of payroll: - 1,400 Summer faculty - 1,500 Full-time employees - 3,000 Part-time employees	See Table XLII

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TABLE XLII

Office: Comptroller — VCCS SYSTEM OFFICES — Page 1 of 3 Pages

Section: Payroll — FUNCTIONAL ANALYSIS UPDATE — Date: August 1, 1983

MANNER IN WHICH THE MAJOR ACTIVITY RELATES TO ACTIVITIES OF OTHER AGENCIES AND THE COLLEGES.

Activity: FULL-TIME EMPLOYEE PAYROLL*

COLLEGES	SYSTEM OFFICES PAYROLL	SYSTEM OFFICES D/P	COMPTROLLER'S OFFICE	TREASURER'S OFFICE
1. Colleges generate P-3s and P-3a's on classified and faculty personnel to show actions and changes to personnel and payroll areas of employee's records. These go to System Offices Personnel then to System Offices Payroll for calculations and computations and input. 3. Colleges send tax change forms, time loss reports, merit sheets, faculty adjustment lists and voluntary deductions in as they receive notice of changes from their employees.	2. Accountants calculate money computations, withholdings, miscellaneous deductions, BC/BS payments, etc., and prepare input data sheets to send to System Offices D/P for keying based on college submissions of changes. 4. Accountants posts as they prepare input to a prelisting for control purposes. 5. Accountants submit all data input sheets prepared, tax change forms received, miscellaneous payroll deduction transmittals received and voucher transactions to D/P for keypunching and request a Phase I. 7. Accountants balance to posted prelists to verify Phase I updated prelist.	6. Keypunch keys all data received from System Offices Payroll and produces Phase I which is sent back to System Offices Payroll for reconcilement.		

*Numbers by statements in the columns indicates sequence of payroll activities.

TABLE XI.11

Office: Comptroller — VCCS SYSTEM OFFICES — Page 2 of 3 Pages

Section: Payroll — FUNCTIONAL ANALYSIS UPDATE — Date: August 1, 1983

MANNER IN WHICH THE MAJOR ACTIVITY RELATES TO ACTIVITIES OF OTHER AGENCIES AND THE COLLEGES.

Activity: FULL-TIME EMPLOYEE PAYROLL*

COLLEGES	SYSTEM OFFICES PAYROLL	SYSTEM OFFICES D/P	COMPTROLLER'S OFFICE	TREASURER'S OFFICE
	8. Corrections are prepared on input data sheets and submitted to keypunch along with a request for Phase I. 10. 2nd Phase I received and verified to original posted prelist and Phase II is requested from D/P and any corrections keyed by D/P. 12. Phase II is received by System Offices Payroll - the reports are separated and distributed to colleges by mail and to the State Comptroller. 17. System Offices Payroll picks up checks at Treasurer's Office. 18. Checks are separated by college and packaged for mailing or pickup by Messenger or Purolator.	9. Corrections are keyed by Keypunch Section and 2nd Phase I is produced and sent to System Offices Payroll for verification. 11. Keypunch Section keys corrections to 2nd Phase I and produces Phase II to send to System Offices Payroll. Produces Magnetic Tape to send to State Comptroller's Office for check writing.	13. Comptroller is given the Magnetic Tape and a hard copy of the Payroll Distribution Cost Sheet. 14. Comptroller Pre-Audits payment by check with PMIS actions on P-3 payments as submitted, and requests that Data Control Office cut the checks for System Offices Payroll to distribute to various colleges.	15. Data Control from Comptroller' Office sends checks to signing area of Treasurer's Office. 16. Treasurer's Office notifies System Offices Payroll that checks are ready for pick-up.

*Numbers by statements in the columns indicates sequence of payroll activities.

TABLE XI.11

Office: Comptroller — VCCS SYSTEM OFFICES — Page 3 of 3 Pages

Section: Payroll — FUNCTIONAL ANALYSIS UPDATE — Date: August 1, 1983

MANNER IN WHICH THE MAJOR ACTIVITY RELATES TO ACTIVITIES OF OTHER AGENCIES AND THE COLLEGES.

Activity: FULL-TIME EMPLOYEE PAYROLL*

COLLEGES	SYSTEM OFFICES PAYROLL	SYSTEM OFFICES D/P	COMPTROLLER'S OFFICE	TREASURER'S OFFICE
20. Checks are distributed by college to individual employees. 21. If any overpaid, payroll clerk prepares Form 11-A to rewrite or void check.	19. Any checks written in error are returned to payroll by college by use of Form 11-A. 25. Picks up new checks produced by 11-A Form and mails to colleges for distribution. 26. Employee/Employer Tax Reports (Federal, State and FICA) prepared manually by Payroll Supervisor on a quarterly basis for Federal and State and a monthly basis for FICA.		23. Comptroller processes 11-A Form and issues new check or voids original check. Sends to Treasurer's Office for signing.	22. Form 11-A's sent to Treasurer who requests Comptroller to void or rewrite check as indicated. 24. Treasurer signs new check and notifies System Offices Payroll that a check is ready for pickup.

*Numbers by statements in the columns indicates sequence of payroll activities.

TABLE XI.1

Office: Comptroller — VCCS SYSTEM OFFICES — Page 1 of 2 Pages

Section: Payroll — FUNCTIONAL ANALYSIS UPDATE — Date: August 1, 1983

MANNER IN WHICH THE MAJOR ACTIVITY RELATES TO ACTIVITIES OF OTHER AGENCIES AND THE COLLEGES.

Activity: PART-TIME EMPLOYEE PAYROLL*

COLLEGES	SYSTEM OFFICES PAYROLL	SYSTEM OFFICES D/P	COMPTROLLER'S OFFICE	TREASURER'S OFFICE
1. Collect Time Sheets and type Part-time Work Sheets to send to System Offices Payroll for input. 2. Type VCCS 38's to add new employees to Part-time and submit with Work Sheets to System Offices Payroll.	2. Part-time Work Sheets sent to System Offices Data Services for keypunching along with VCCS 38's. 4. Vouchers assigned and sent to Keypunch. 5. Phase I - is requested. 8. Accountants verify original work sheet to Phase I produced by D/P and write up corrections to be keyed and submit to keypunch along with Request for 2nd Phase I. 10. Accountants verify 2nd Phase I to original work sheet and requests Phase II from D/P. 12. Phase II is received by Payroll - the reports (employee benefit cost, payroll registers, internal coding, personnel reports, check stubs, transfer listings, etc.) are separated and distributed to colleges by mail and to the State Comptroller.	6. Keypunch Section keys Work Sheets and VCCS 38's and Voucher transactions. 7. Phase I is produced and sent back to System Offices Payroll for reconcilement and request for corrections. 9. Keypunch Section keys corrections and produce 2nd Phase I to send to System Offices Payroll. 11. Keypunch Section keys corrections to 2nd Phase I and produces Phase II to send to Payroll. Produces Magnetic Tape to send to State Comptroller' Office for check writing.	13. Comptroller is given the magnetic tape and a hard copy of the payroll register. 14. Comptroller Pre-Audits authorization and rate of pay as submitted, and requests that the Data Control Office cut the checks for System Offices Payroll to distribute to various colleges.	15. Data Control for Comptroller's Office sends checks to signing area of Treasurer's Office. 16. Treasurer's Office notifies System Offices Payroll that checks are ready for pick-up.

*Numbers by statements in the columns indicates sequence of payroll activities.

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TABLE XLII

Office: Comptroller — VCCS SYSTEM OFFICES — Page 2 of 2 Pages

Section: Payroll — FUNCTIONAL ANALYSIS UPDATE — Date: August 1, 1983

MANNER IN WHICH THE MAJOR ACTIVITY RELATES TO ACTIVITIES OF OTHER AGENCIES AND THE COLLEGES.

Activity: PART-TIME EMPLOYEE PAYROLL*

COLLEGES	SYSTEM OFFICES PAYROLL	SYSTEM OFFICES D/P	COMPTROLLER'S OFFICE	TREASURER'S OFFICE
20. Checks are distributed by college to individual employees. 21. If any overpayments exist college payroll clerk prepares Form 11-A to correct or void the check.	17. System Offices Payroll picks up checks at Treasurer's Office. 18. Checks are separated by college and packaged for mailing or Puralator pick-up or Messenger pickup. 19. Any checks written in error are returned to payroll by college by use for Form 11-A Payroll Correction Forms. 26. Employee/Employer Tax Reports (Federal, State, and FICA) prepared manually by Payroll Supervisor on a quarterly basis for Federal and State and a monthly basis for FICA.	25. System Offices Payroll picks up new check produced by 11-A Form and mails to college for distribution.	23. Comptroller approves re-write of check by 11-A or does cancellation of original check and custs a new check if necessary; sends check to Treasurer Office for signing.	22. Form 11-A's are processed from Treasurer's Office to Comptroller's Office. 24. Treasurer's Office signs new check and notifies System Office Payroll that a check is ready for pickup.

*Numbers by statements in the columns indicates sequence of payroll activities.

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VCCS System Offices

CRITICAL ANALYSIS: INTERVIEW QUESTIONS

OFFICE: Comptroller

SECTION: Payroll

1. Are the functions of the office/section indispensible to the State Board and/or the Chancellor?

   The Payroll function is indispensible to the entire VCCS in terms of a State requirement to effectively and efficiently ensure the administration of a payroll process that properly and in a timely manner pays all employees.

2. Is the current staff in the office/section adequate to perform the office's functions at a minimally acceptable level for the foreseeable future?

   Yes. Absolute minimum to carry out current Payroll functions.

3. What are the ALTERNATIVES to the current performance of the office's functions that would improve efficiency and effectiveness and minimize FTE positions? Note: This question should examine the potential for eliminating some activities, requiring increased workload of current staff, enhancing automated support, and transferring some or all activities to all colleges or to some colleges, and/or to external agencies.

   Alternative 1: Provide for an automated direct transaction capability allowing each college to input payroll information into the State system. A pilot test of such a system is currently underway at John Tyler Community College and will be evaluated as to its effectiveness by January 1984.

   Alternative 2: VCCS could purchase, modify, and install a computer-based payroll/personnel system.

4. What IMPACT would the implementation of each alternative from Question 3 have on other offices and/or functions in the System Offices, the colleges, or external agencies? Note: This question should examine how a proposed alternative might alter activities, workload, staffing, etc., of other offices in the System Offices, at the colleges, and at other agencies.

   Alternative 1: A computer terminal dedicated to the Payroll function would have to be available at each college to input data. Personnel trained and available to handle payroll transactions would be necessary at each college. VCCS would lose direct control and access to detailed data for IEP reporting and other management purposes.

OFFICE: Comptroller

SECTION: Payroll

4. Continued

Alternative 2: This alternative would reduce staff but would require an estimated 2 years to implement the automated system at a cost of one-half million dollars.

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DISCUSSION AND RECOMMENDATIONS

PAYROLL

Discussion

Payrolls are currently processed by a centralized batch computer program that was a state-of-the-art program when it was developed in the late 1960's. The computer program has been well maintained and documented, and it functions as it was designed to function. It is, nevertheless, an obsolete system that requires considerable manual intervention to operate. Also, the management reports available on this system are limited and it is relatively inflexible. For instance, it does not allow a position to be split-coded between two or more functions which would be desirable for proper fiscal management and control.

There is currently one vacancy in the payroll section. With this vacancy, the payroll staff is at the minimum that can be provided to safely operate with the current system. At this staffing level it will be necessary to cross-train two or more accounting section personnel on payroll procedures to assure that this function will be performed on a timely basis.

Two alternatives to the present system are currently being explored:

(1) One college (John Tyler Community college) will begin entering its payroll data directly into the State Comptroller's payroll system in October, 1983. If this pilot program proves to be effective, and if the necessary management reports are available

from this system, the other colleges may be shifted to the State Comptroller's payroll system as quickly as possible.

(2) A new state-of-the-art Personnel/Payroll system can be adapted to meet the needs of the VCCS in about 18 months from the time a contract is let. The cost is estimated to be about $300,000.

It is understood that at least one, and possibly up to three, State universities in Virginia are currently at one stage or another of adopting this course of action. If their experience is satisfactory, and if the same system were to be adopted by the VCCS, the experience gained by the universities in adapting the proprietary system to the characteristics of Virginia's personnel and accounting procedures should facilitate an orderly transition for the VCCS.

If either of these alternatives is adopted, the System Offices payroll staff could be reduced to the level needed to handle the System Office payroll and to provide consulting services to the colleges. This would be about 1 FTE position located in the accounting or personnel division.

Recommendations.

The alternatives outlined in the above discussion should continue to be explored.

In the meantime, the staff in the payroll section should be reduced by one from its current authorized level to maintain current filled positions.

At least two personnel in the accounting section should be cross-trained in payroll procedures to provide backup in the event one or more of the present payroll section employees is absent for any reason.

The present practice of having the Chief Accountant supervise the payroll section should be continued.

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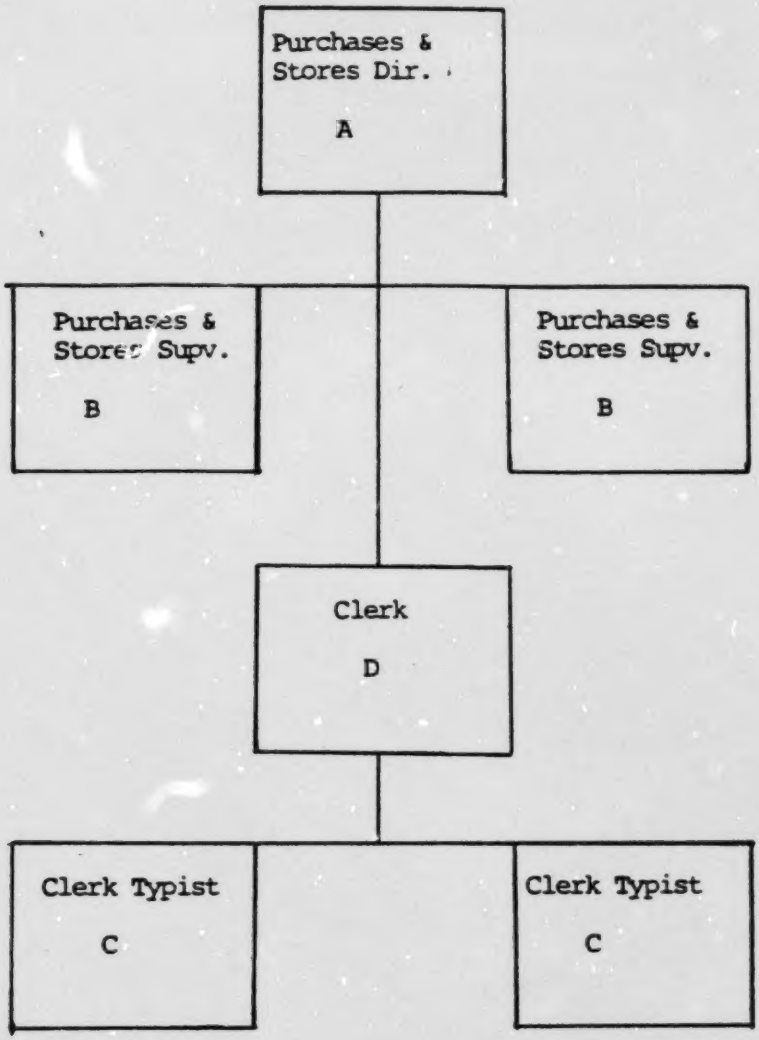


FIGURE 15. PURCHASING OFFICE

TABLE XLIII

MANPOWER DISTRIBUTION: PURCHASING

PURCHASING POSITIONS AND FUNCTIONS AUGUST 1, 1983	STATE CONTRACT PURCHASES	PROCUREMENTS REQUIRING BIDS	SOLE SOURCE PROCUREMENT	PROCUREMENT SUPPORT	TOTAL
Purchases and Stores Director A (Grade 12)	.1	.3	.1	.5	1.0
Purchases and Stores Supervisor B (2 positions) (Grade 8)	.1	1.4	.1	.4	2.0
Clerk D (Grade 6)	.5	.3	.0	.2	1.0
Clerk-Typist C (2 positions) (Grade 4)	.6	1.0	.2	.2	2.0
TOTAL	1.3	3.0	.4	1.3	6.0

TABLE XLIV

Office: Comptroller — VCCS SYSTEM OFFICES — Page 1 of 2 Pages

Section: Purchasing — FUNCTIONAL ANALYSIS UPDATE — Date: August 1, 1983

DESCRIPTION OF EACH MAJOR ACTIVITY OF THIS SECTION AND FTE PERSONNEL DEVOTED TO THE ACTIVITY.	WORKLOAD MEASURES RELATED TO THE MAJOR ACTIVITY.	MANNER IN WHICH THE MAJOR ACTIVITY RELATES TO ACTIVITIES OF OTHER AGENCIES AND THE COLLEGES.
1	2	3
Major Activity: 1. Reviews college requisitions for proper specifications and issues a price inquiry to vendors for individual purchases up to $2,500. (By permission of State Purchasing this has been delegated to NVCC and TCC for purchases up to $500). 2. Receives, tabulates, evaluates bids, posts intent to award, and issues agency purchase orders to vendors for above items and items bought of State contracts. 3. Assists colleges in development of requests for proposals and bid specifications for individual purchases in excess of $2,500. (State Purchasing Office completes procurement process for purchases over $2,500.)	Workload Measure: • 6,228 agency purchase orders annually. • Approximately 5% (311) of the agency purchase orders fall in the $300 to $500 range, requiring at least 3 bids. • Approximately 20% (1,246) of the agency purchase orders fall in the $500 to $2,500 range, requiring 4 written bids. • Approximately 2% (125) of the agency purchase orders were proprietary or sole source. Requires price verification. • Approximately 8% (498) of the agency purchase orders are data processing and word processing requiring special approval by MASD.	State Department of Purchasing and Supply performs the most complex procurement functions (procurements valued at more than $2,500). The colleges perform the lesser complex procurement functions (dollar limits specified). The VCCS Purchasing Office performs all other procurement functions for the colleges and System Offices. See detailed relationships in Table XLV

TABLE XLIV

Office: Comptroller | VCCS SYSTEM OFFICES | Page 2 of 2 Pages

Section: Purchasing | FUNCTIONAL ANALYSIS UPDATE | Date: August 1, 1983

DESCRIPTION OF EACH MAJOR ACTIVITY OF THIS SECTION AND FTE PERSONNEL DEVOTED TO THE ACTIVITY. 1	WORKLOAD MEASURES RELATED TO THE MAJOR ACTIVITY. 2	MANNER IN WHICH THE MAJOR ACTIVITY RELATES TO ACTIVITIES OF OTHER AGENCIES AND THE COLLEGES. 3
Major Activity: 4. Compiles State vehicle use reports for System. 5. Clearinghouse for System's surplus property activity. 6. Develops and monitors procurement standards for the VCCS. FTE Personnel: 6.0 FTE Positions (See Table XLIII)	Workload Measure: • Approximately 65% (4,048) of the agency purchase orders were State contract purchases. Requires maintenance of current contract file.	

TABLE XI.V

Office: Comptroller — VCCS SYSTEM OFFICES — Page 1 of 3 Pages

Section: Purchasing — FUNCTIONAL ANALYSIS UPDATE — Date: August 1, 1983

MANNER IN WHICH THE MAJOR ACTIVITY RELATES TO ACTIVITIES OF OTHER AGENCIES AND THE COLLEGES.

ACTIVITY	COLLEGES	SYSTEM OFFICES	DIVISION OF PURCHASES AND SUPPLY	OTHER
1. State Contracts (Except Northern Virginia and Tidewater).	1. Colleges type the requisition, input into the VCCS Accounting System and submit to the System Offices.	1. System Offices verifies the items are on contract, minimum quantity ordered, price, terms and conditions noted. Purchase order is issued to vendor, copy to college for input into the VCCS Accounting System.		
2. Purchases $300 to $500 excluding contract and printing (except Northern Virginia and Tidewater).	2. Colleges type the requisition, input into VCCS Accounting System and submit to the System Offices.	2. System Offices reviews the specifications and solicits three bids. Bids can be informal written or phone quotes. Documentation of phone quote must include written record of name of vendor's representative giving quote, price, terms, conditions of the quote, and identity of college employee receiving the quote. Evaluates quotes and selects lowest bid meeting specifications. Issue purchase order to the vendor and copy to college for input into VCCS Accounting System.		
3. Purchases $500 to $2500 excluding contract and printing.	3. Colleges type the requisition, input into VCCS Accounting System and submit to the System Offices.	3. System Offices reviews specifications and prepare invitation to bid. Solicits written bids from at least four vendors. Post solicitation notices on public bulletin board. Bids must be date stamped when received and tabulated by someone other than individual responsible for making, recommending, or evaluating the award. Intent to award must be publicly posted. Low bid meeting specification must be accepted. Purchase order issued to vendor and a copy sent to the college to be input into VCCS Accounting System.		

TABLE XLV

Office: Comptroller — VCCS SYSTEM OFFICES — Page 2 of 3 Pages

Section: Purchasing — FUNCTIONAL ANALYSIS UPDATE — Date: August 1, 1983

MANNER IN WHICH THE MAJOR ACTIVITY RELATES TO ACTIVITIES OF OTHER AGENCIES AND THE COLLEGES.

ACTIVITY	COLLEGES	SYSTEM OFFICES	DIVISION OF PURCHASES AND SUPPLY	OTHER
4. Printing purchases up to $300.	4. College types requisition, inputs into VCCS Accounting System and submits to System Offices. May submit bids from local vendors if available.	4. System Offices reviews specifications and solicits a minimum of one bid. Evaluates bid(s), purchase order issued to vendor and copy to college for input into VCCS Accounting System.		
5. Printing purchases $300 and above.	5. Colleges type the requisition, input into the VCCS Accounting System and submits to System Offices.	5. System Offices reviews specifications, forwards to Division of Purchases and Supply and acts as a liaison between the college and Division of Purchases and Supply.	5. Division prepares invitation to bid, receives bids, tabulates results, evaluates quotes and makes recommendation to accept. Division prepares State purchase order and the college inputs into VCCS Accounting System.	
6. Purchases $2500 and above not on State contract.	6. Colleges type the requisition, input into the VCCS Accounting System and submit to the System Offices.	6. System Offices reviews the specifications and verifies applicable regulations of external State agencies (MASD, Telecommunications, Department of Highways, State Library, Division of Engineering and Buildings) are followed and acts as a liaison between Division of Purchases and Supply and the College. Forward requisition to Division of Purchases and Supply for processing except word processing and data processing equipment and supplies. System Offices issues a purchase order for data processing and word processing according to MASD regulations and forwards a copy to the college for input into the VCCS Accounting System.	6. Division prepares invitation to bid, receives bids, tabulates results, evaluates quotes and makes recommendation to accept. Division prepares State purchase order and the college inputs into the VCCS Accounting System.	

TABLE XLV

Office: Comptroller — VCCS SYSTEM OFFICES — Page 3 of 3 Pages

Section: Purchasing — FUNCTIONAL ANALYSIS UPDATE — Date: August 1, 1983

MANNER IN WHICH THE MAJOR ACTIVITY RELATES TO ACTIVITIES OF OTHER AGENCIES AND THE COLLEGES.

ACTIVITY	COLLEGES	SYSTEM OFFICES	DIVISION OF PURCHASES AND SUPPLY	OTHER
7. Disposition of surplus property.	7. Colleges submit a surplus property report declaring the material surplus to their needs.	7. System Offices prepares a notice of offering and distributes to the other colleges if the items are worth offering to the others. Notice states condition, location, terms and contact person. If items are not sold or transferred with the System, the surplus report is forwarded to Division of Purchases and Supply for processing. System Offices notified of bid for acceptance or rejection and sale award forwarded for input into the VCCS Accounting System.	7. Division of Purchases and Supply prepares invitation to bid, receives bids, tabulates results, evaluates quotes and makes recommendation to accept. Division prepares State sale award and forwards to System Offices for input into VCCS Accounting System.	
8. Forms distribution.	8. Colleges submit a request to the System Offices for VCCS and miscellaneous forms.	8. System Offices ships and invoices the colleges for VCCS and miscellaneous forms upon request by the colleges. VCCS forms are printed by the System Offices Duplicating Department and miscellaneous forms are ordered from the appropriate agency. These forms are stocked in the System Offices.		8. Forms are supplied by the System Offices by the Department of Highways, State Personnel, Division of Purchases and Supply, Tax Department, etc...
9. Administration of agency owned vehicles and State Pool Vehicles.	9. Colleges submit request for agency owned vehicles. Submit monthly mileage reports for State Pool Vehicles.	9. System Offices reviews request for agency and pool vehicles and forward to the Department of Highways. Obtains title, registration card and credit cards for the colleges. Keep the titles and maintains for insurance coverage. Submits monthly and annual reports on State Pool Vehicles and coordinate accident and repair reports for these vehicles. Administer annual mileage requirements and rules and regulations pertaining to pool vehicles.		9. Department of Highways purchases agency owned vehicles and issues a purchase order to be input by the college. Also issues pool vehicles to State agencies.

VCCS SYSTEM OFFICES

CRITICAL ANALYSIS: INTERVIEW QUESTIONS

OFFICE: Comptroller

SECTION: Purchasing

1. Are the functions of the office/section indispensible to the State Board and/or the Chancellor?

   Purchasing Office provides procurement services to the 23 colleges, since most colleges lack adaquate personnel to handle the full procurement workload, especially the bidding process which accounts for 20% of all purchase orders. The office also handles all procurement for the System Offices.

2. Is the current staff in the office/section adaquate to perform the office's functions at a minimally acceptable level for the foreseeable future?

   Yes. Reductions in personnel during Fall 1982 offset the reduced workload occurring when Northern Virginia and Tidewater were given authority to process requisitions for individual purchases up to $500.

3. What are the ALTERNATIVES to the current performance of the office's functions that would improve efficiency and effectiveness and minimize FTE positions? Note: This question should examine the potential for eliminating some activities, requiring increased workload of current staff, enhancing automated support, and transferring some or all activities to all colleges or to some colleges, and/or to external agencies.

   Alternative 1: Maintain current staffing level and scope of procurement activities as a service to the Colleges and System Offices. Re-evaluate Clerk D classification. (See Clerical Support Analysis).

   Alternative 2: Shift responsibility to J. Sargeant Reynolds, Tidewater and Northern Virginia for processing all their requisitions and purchase order with whatever authority they can attain from the Division of Purchases and Supply. This will result in an estimated 20% reduction in the central purchasing workload and a reduction of one FTE clerical position. Procurement services for the other 20 colleges and the System Offices would be retained, as would other services, such as surplus property, pool vehicles, etc., for J. Sargeant Reynolds, Tidewater, and Northern Virginia.

OFFICE: Comptroller

SECTION: Purchasing

3. Continued

Alternative 3: Responsibility for all State contract buying shifted tc the colleges for direct processing with the Division of Purchases and Supply.

Alternative 4: Shift full responsibility for all procurement and related activities to the individual colleges and to the Division of Purchases and Supply, with the exception of minimum staffing in the System Offices to handle System Offices procurement and liaison/coordination with external agencies and the 23 community colleges.

4. What IMPACT would the implementation of each alternative from Question 3 have on other offices and/or functions in the System Offices, the colleges, or external agencies? Note: This question should examine how a proposed alternative might alter activities, workload, staffing, etc., of other offices in the System Offices, as the colleges, and at other agencies.

Alternative 1: None. Staffing and functions remain unchanged.

Alternative 2: Increased workload for J. Sergeant Reynolds, Northern Virginia, and Tidewater Community Colleges, possibly requiring additional staff at these colleges. Reduction in System Offices positions by one FTE clerical position.

Alternative 3: Increased workload for the colleges in keeping up to date the contract files and in handling all phases of the processing. Potential reduction of 1.3 FTE positions (primarily clerical) in the System Offices Purchasing Office.

Alternative 4: Significant workload increase for all 23 colleges and the Division of Purchases and Supply. Strong potential for increased staffing at some colleges and the Division. Potential reduction in effectiveness of purchasing activities serving the System Offices.

DISCUSSION AND RECOMMENDATIONS

PURCHASING

Discussion.

Except for purchases for the System Office, the functions of the Purchasing section provide services to the colleges. This section was established to assist colleges in making their purchases within the law (which is complex, technical, and mandatory). At one time this section also provided a control function to assure that the items being purchased were appropriate. This control function was eliminated some time ago but much of the negative attitude toward this section, which still persists, eminated from the exercise of that function.

The two largest colleges have been delegated local purchasing authority up to $500 (which was increased to $700 since this study began). All colleges have local purchasing authority up to $300 for non-contract items.

It should be noted that the new procurement law establishes increasingly stringent requirements for purchases as one moves from one plateau to another. Below $300 the procedures are relatively informal. Up to $500 (now $700) at least three bids are required. Up to $2500 at least four bids are required and more formal procedures are necessary. Above $2500 the Division of Purchasing and Supply must handle the bidding.

Also, purchasing of data processing and word processing equipment is handled by MASD rather than DPS. MASD requirements

tend to be more technical and complex.

Many of the colleges feel that they could handle their own purchasing functions effectively; others have concern as to whether they could meet all of the technical requirements without the addition of specialized staff positions that they feel they cannot afford.

Recommendations.

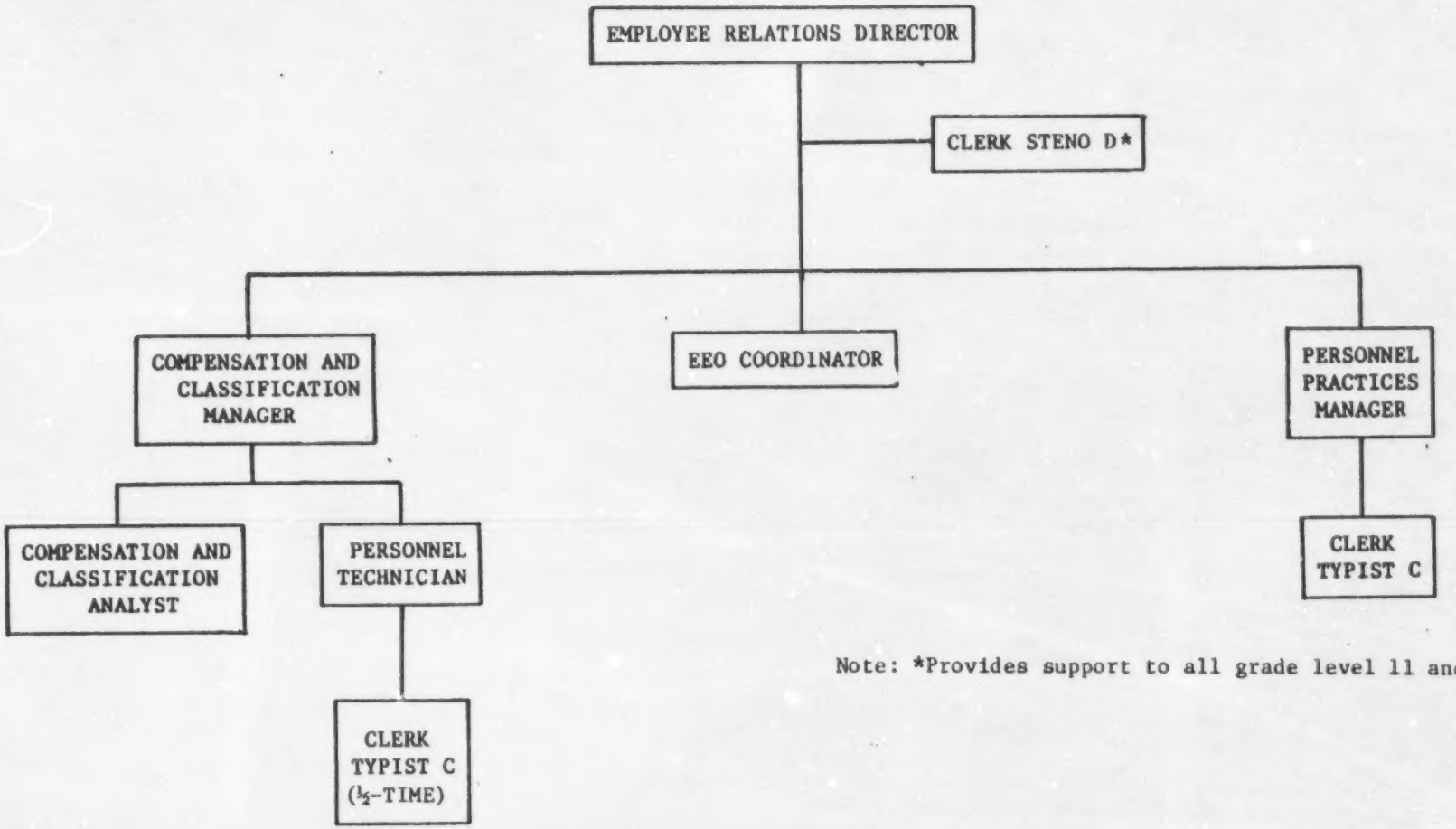
Recognizing that purchasing is a service function, it should be delegated to the colleges when they, the individual colleges, are prepared to take on the responsibility. In order to effect an orderly transition, the following phased approach is recommended.

(1) As soon as possible, but not later than July 1, 1984, the three largest colleges (NVCC, TCC, JSRCC) should deal directly with the Division of Purchasing and Supply for all purchasing within the authority of that agency. The colleges would have such local purchasing authority as they can negotiate with DPS, which may be more or less than they currently have within the VCCS. These colleges would continue to work through the VCCS Purchasing Office for purchases that are handled by MASD.

This will reduce the need for VCCS staff by one clerical position.

(2) After a reasonable period of evaluation of the effects of Recommendation 1, above, other colleges should be allowed to join the first three, as outlined above, it the experience to date warrants such action.

(3) If the experience with Recommendations 1 and 2, above, indicate that it is feasible, a plan of action should be developed to completely phase out the VCCS purchasing function for the colleges as it relates to DPS purchases by the end of the 1984-86 biennium.



Note: *Provides support to all grade level 11 and above.

FIGURE 16. PERSONNEL OFFICE

TABLE XLVI

MANPOWER DISTRIBUTION: PERSONNEL

PERSONNEL POSITIONS AND FUNCTIONS AUGUST 1,1983	FACULTY-RELATED FUNCTIONS[a]							
	FACULTY COMPENSATION PLAN	APPOINTMENT AND PROMOTION POLICIES	EEO/AFFIRMATIVE ACTION	STATE PERSONNEL MANAGEMENT SYSTEM	SUPPPLEMENTAL GUIDELINES: STATE BENEFIT PROGRAMS	RECRUITMENT AND SELECTION GUIDANCE	PERSONNEL POLICY DEVELOPMENT	TOTAL
Dir. of Personnel (Grade 17)	.15	.10	.10	-	.05	-	.30	.70
Compensation and Classification Manager (Grade 14)	.20	-	-	.15	-	-	.05	.40
Personnel Practices Manager (Grade 14)	.10	.20	-	-	.15	-	.30	.75
Compensation and Classification Analyst (Grade 11)	.15	-	-	-	-	-	-	.15
EEO Coordinator (Grade 11)	-	-	.40	-	-	.10	-	.50
Personnel Technicial (Grade 9)	-	-	-	.45	.05	-	-	.50
Clerk Steno D (Grade 6)	.05	-	.025	.025	-	-	.15	.25
Clerk Typist C (Grade 4)	.10	.15	.05	.05	.05	.05	.05	.50
Clerk Typist C[b] (Grade 4)	-	-	-	.25	-	-	-	.25
TOTAL	.75	.45	.575	.925	.30	.15	.85	4.0

[a]See Table XLVII for classified-related functions. Total FTE positions for Personnel Office is 8.5
[b]50% of position assigned to Payroll Office.

TABLE XLVII

MANPOWER DISTRIBUTION: PERSONNEL

PERSONNEL POSITIONS AND FUNCTIONS AUGUST 1, 1983	CLASSIFIED - RELATED FUNCTIONS[a]								
	CLASSIFICATION ADMINISTRATION	CLASSIFICATION REVIEW/RECOMMEND	COMPENSATION POLICIES	RECRUITMENT AND SELECTION GUIDANCE	STATE PERSONNEL MANAGEMENT SYSTEM	PERSONNEL POLICY DEV. & GUIDANCE	SUPPLEMENTAL GUIDELINES: STATE BENEFIT PROGRAMS	EEO/AFFIRMATIVE ACTION	TOTAL
Dir. of Personnel (Grade 17)	-	.10	-	-	-	.10	-	.10	.30
Compensation and Classification Manager (Grade 14)	.15	.15	.10	-	.10	.10	-	-	.60
Personnel Practices Manager (Grade 14)	-	-	-	-	-	.15	.10	-	.25
Compensation and Classification Analyst (Grade 11)	.50	.20	.15	-	-	-	-	-	.85
EEO Coordinator (Grade 11)	-	-	-	.10	-	.10	-	.30	.50
Personnel Technician (Grade 9)	.05	-	.10	.05	.15	.10	.05	-	.50
Clerk Steno D (Grade 6)	.30	.15	.10	.05	.05	.05	-	.05	.75
Clerk Typist C (Grade 4)	-	-	-	.25	.10	.15	-	-	.50
Clerk Typist C[b] (Grade 4)	-	-	-	-	.25	-	-	-	.25
TOTAL	1.00	.60	.45	.45	.65	.75	.15	.45	4.5

[a]See Table XLVI for faculty-related functions.

[b]50% of position assigned to Payroll Office.

Total FTE positions for Personnel Office is 8.5.

TABLE XLVIII

Office: Personnel
Section: Personnel Administration - Faculty

VCCS SYSTEM OFFICES

FUNCTIONAL ANALYSIS UPDATE

Date: August 1, 1983

DESCRIPTION OF EACH MAJOR ACTIVITY OF THIS SECTION AND FTE PERSONNEL DEVOTED TO THE ACTIVITY.	WORKLOAD MEASURES RELATED TO THE MAJOR ACTIVITY.	MANNER IN WHICH THE MAJOR ACTIVITY RELATES TO ACTIVITIES OF OTHER AGENCIES AND THE COLLEGES.
1	2	3
Major Activity: Interprets and administers State Board policies. Analyzes VCCS policy issues and develops recommendations aimed at more efficient and effective administration of VCCS Faculty work force. 1. Administer VCCS Faculty Compensation Plan. (.75 FTE) 2. Administer VCCS faculty appointment and promotion policies. (.45 FTE)	Workload Measure: 1. • Develop faculty salary scales and guidelines annually for consideration by State Board. • Review 23 college faculty salary plans annually for compliance with approved guidelines. • 100 salary exception actions reviewed annually. • 35 position/organization reviews annually. 2. • 330 appointments and promotions (annually).	Executive Branch issues very broad policies with respect to administration of Higher Education Faculty. Functions being performed relate directly to State Board's responsibility to manage the VCCS as a single institution of Higher Education.

TABLE XLIII

Office: Personnel
Personnel Administration -
Section: Faculty

VCCS SYSTEM OFFICES

FUNCTIONAL ANALYSIS UPDATE

Date: August 1, 1983

DESCRIPTION OF EACH MAJOR ACTIVITY OF THIS SECTION AND FTE PERSONNEL DEVOTED TO THE ACTIVITY. 1	WORKLOAD MEASURES RELATED TO THE MAJOR ACTIVITY. 2	MANNER IN WHICH THE MAJOR ACTIVITY RELATES TO ACTIVITIES OF OTHER AGENCIES AND THE COLLEGES. 3
Major Activity:	Workload Measure:	
3. Coordinate VCCS EEO/Affirmative Action Plan (.575 FTE)	3. • 10 college visits and audits annually. • 10 major reports annually. • 35 liaison activities with external agencies annually.	
4. Create and maintain VCCS personnel data base by interface with State Personnel Management System (PMIS). (.925 FTE)	4. • 6,500 transactions annually. • Administers VCCS PMIS data base and reporting system. • 24 data base updates and 150 ad hoc reports per year.	
5. Interpret and develop supplemental guidelines for State Benefit porgrams. (.30 FTE)	5. • 150 college inquiry responses per year. • 6 times/year issue new information directives and guidance.	

TABLE XLVIII

Office: Personnel
Personnel Administration -
Section: Faculty

VCCS SYSTEM OFFICES

FUNCTIONAL ANALYSIS UPDATE

Page 3 of 3 Pages

Date: August 1, 1983

DESCRIPTION OF EACH MAJOR ACTIVITY OF THIS SECTION AND FTE PERSONNEL DEVOTED TO THE ACTIVITY. 1	WORKLOAD MEASURES RELATED TO THE MAJOR ACTIVITY. 2	MANNER IN WHICH THE MAJOR ACTIVITY RELATES TO ACTIVITIES OF OTHER AGENCIES AND THE COLLEGES. 3
Major Activity: 6. Provide guidance to colleges in recruitment and selection. (.15 FTE) 7. Analyze and develop recommended policies for State Board consideration, for activity areas concerned with faculty, e.g., sick leave, evaluation, grievance, reduction in staff, non-reappointment, dismissal, etc. (.85 FTE) FTE Personnel: 4.0 FTE Positions (See Table XLVI)	Workload Measure: 6. • 175 responses to inquiries annually. • 5 workshops annually. 7. • 36 items annually to SBCC for approval (does not reflect staff work in developing items).	

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TABLE XLIX

Office: Personnel
Section: Personnel Administration - Classified

VCCS SYSTEM OFFICES

FUNCTIONAL ANALYSIS UPDATE

Date: August 1, 1983

DESCRIPTION OF EACH MAJOR ACTIVITY OF THIS SECTION AND FTE PERSONNEL DEVOTED TO THE ACTIVITY.	WORKLOAD MEASURES RELATED TO THE MAJOR ACTIVITY.	MANNER IN WHICH THE MAJOR ACTIVITY RELATES TO ACTIVITIES OF OTHER AGENCIES AND THE COLLEGES.
1	2	3
Major Activity: Administers classification authority for most of the VCCS classified positions (Standard State Classifications). Administers State compensation policies and exercises delegated signatory authority for all personnel actions. Develops System guidelines and procedures to support and interpret State Performance Evaluation policies, standards of conduct, grievance procedures, lay-off policies, and benefit programs. Provides direct input (Systemwide) into the State Personnel Management Information System. Performs personnel function for all employees of the System Offices.	Workload Measure:	Interfaces directly with Department of Personnel and Training in the administration of the Virginia Personnel Act. Decentralized classification authority has been granted by the Department of Personnel and Training to the VCCS as a single institution of higher education.
1. Administer classification authority delegated by Department of Personnel and Training (DPT). (1.00 FTE)	1. • Av. 500 classification actions/yr. • Av. 150 classification audits/yr.	
2. Review/recommend classification for those actions requiring approval of DPT. (.60 FTE)	2. • Av. 200 classification actions/yr.	

TABLE XLIX

Office: Personnel
Section: Personnel Administration - Classified

VCCS SYSTEM OFFICES

FUNCTIONAL ANALYSIS UPDATE

Date: August 1, 1983

DESCRIPTION OF EACH MAJOR ACTIVITY OF THIS SECTION AND FTE PERSONNEL DEVOTED TO THE ACTIVITY. 1	WORKLOAD MEASURES RELATED TO THE MAJOR ACTIVITY. 2	MANNER IN WHICH THE MAJOR ACTIVITY RELATES TO ACTIVITIES OF OTHER AGENCIES AND THE COLLEGES. 3
Major Activity:	Workload Measure:	
3. Administer State classified Compensation Policies. (.45 FTE)	3. • Av. 500 transactions/yr. • Av. 100 compensation exception actions/yr. • Av. 100 special P-14 actions/yr.	
4. Provide guidance to colleges in recruitment and selection (.45 FTE)	4. • 175 responses to inquiries per year. • 5 workshops per year.	
5. Create and maintain VCCS personnel data base by interface with State Personnel System (PMIS). (.65 FTE)	5. • Av. 6,500 transactions/yr. • Administer VCCS PMIS data base and reporting system. • 24 data base updates and 150 ad hoc reports per year.	

TABLE XLIX

Office: Personnel
Personnel Administration -
Section: Classified

VCCS SYSTEM OFFICES

FUNCTIONAL ANALYSIS UPDATE

Date: August 1, 1983

DESCRIPTION OF EACH MAJOR ACTIVITY OF THIS SECTION AND FTE PERSONNEL DEVOTED TO THE ACTIVITY. 1	WORKLOAD MEASURES RELATED TO THE MAJOR ACTIVITY. 2	MANNER IN WHICH THE MAJOR ACTIVITY RELATES TO ACTIVITIES OF OTHER AGENCIES AND THE COLLEGES. 3
Major Activity: 6. Interpret State policies and develop supplemental guidance for the following areas: (.75 FTE) • Benefit programs • Performance Evaluation • Standards of Conduct • Grievance Procedure • Layoff Policy • Inclement Weather Policy 7. Interpret and develop supplemental guidelines for State Benefit programs. (.15 FTE) 8. Coordinate VCCS EEO/Affirmative Action Plan. (.450 FTE) FTE Personnel: 4.5 FTE Positions for Classified personnel activities (See Table XLVII)	Workload Measure: 6. • Av. 6 times per year issue new information directives and guidance. • Av. 150 college inquiry responses per year. 7. • Av. 6 times per year issue new information directives and guidance. • Av. 150 college inquiry responses per year. 8. • 10 college visits and audits annually. • 10 major reports annually. • 35 liaison activities with external agencies annually.	

VCCS System Offices

CRITICAL ANALYSIS: INTERVIEW QUESTIONS

OFFICE: Personnel

SECTION: Faculty and Classified

1. Are the functions of the office/section indispensible to the State Board and/or the Chancellor?

   A personnel function is essential to the operations of the VCCS colleges and the System Offices. The Chancellor has responsibility and authority under the Virginia Personnel Act for personnel decisions for classified staff. The Governor's Consolidated Salary Authorization places the responsibility and authority for decisions regarding faculty personnel with the State Board. Provision for decentralized authority under House Document 11 gives the Chancellor considerable authority for classified personnel decisions at the colleges and the System Offices. The Personnel Offices interprets and administers State Board faculty and classified personnel policies and procedures.

2. Is the current staff in the office/section adequate to perform the office's functions at a minimally acceptable level for the foreseeable future?

   Yes. However, the staffing level permits little or no opportunity for field training or attention to the professional development needs of the System. Resources are also limited for personnel audits to review college procedures used in recruitment and hiring to ensure compliance with State Board policy, AA/EEO regulations, etc. The administration of the new VCCS Faculty Compensation Plan, adopted by the State Board in January of 1983, will likely increase the workload in the faculty personnel area.

3. What are the ALTERNATIVES to the current performance of the office's functions that would improve efficiency and effectiveness and minimize FTE positions? Note: This question should examine the potential for eliminating some activities, requiring increased workload of current staff, enhancing automated support, and transferring some or all activities to all colleges or to some colleges, and/or to external agencies.

   Alternative 1: Retain current staff and explore strategies for accommodating increasing workload and for serving areas not being adequately addressed, e.g., training.

OFFICE: Personnel

SECTION: Faculty and Classified

3. Continued

Alternative 2: Shift to the colleges a majority of the workload required for the VCCS to interface with the State Personnel Management System (PMIS). This action assumes that the presidents would be delegated this authority by the Chancellor and/or State Board. In addition, return to DPT responsibility for interpreting and developing supplemental guidelines for the State benefit programs and for handling college inquiries concerning these programs. In the classified area, return to DPT all responsibilities for administering the classification authority currently delegated to the VCCS central offices by the Department of Personnel and Training.

Alternative 3: Delegate the authority to all colleges and System Offices to process personnel actions directly with DPT staff. Coordinator/liaison position retained at System Offices to collect and analyze personnel-related information for the Chancellor and State Board.

4. What IMPACT would the implementation of each alternative from Question 3 have on other offices and/or functions in the System Offices, the colleges, or external agencies? Note: This question should examine how a proposed alternative might alter activities, workload, staffing, etc., of other offices in the System Offices, at the colleges, and at other agencies.

Alternative 1: Current level of operations and service would be maintained. Executive management would be able to explore new strategies for examining priorities and increasing efficiencies. Potential enhancements in the training function could reduce amount of staff time spent on routine problem solving for the individual colleges.

Alternative 2: All colleges would need to acquire data terminals to handle the PMIS transactions, or process P-3 forms directly with DPT. Potential delays could occur with this alternative. It could take an additional two to four week delay in getting new personnel on payroll and a two to six week delay in establishing or reallocating positions if the total classification authority was returned to DPT. DPT would need to add personnel to handle the increased workload, especially if the total classification authority was returned to them.

Alternative 3: Major workload increase at DPT requiring additional staff. Reduced authority for the Chancellor regarding personnel actions. Potential for significant delays in processing. In addition, the VCCS would lose its combined "voice" in articulating the needs and problems of the VCCS relative to personnel matters.

OFFICE: Personnel

SECTION: Faculty and Classified

4. Continued

Note: Both Alternatives 2 and 3 would produce increased centralization of authority since VCCS would lose its decentralized authority granted by DPT and all or most personnel functions would revert to the State's central personnel agency. Both alternatives increase the risk of inconsistent interpretations and decisions with similar situations when the actions of 23 colleges are not consistently reviewed and compared against standards appropriate to community college needs.

DISCUSSION AND RECOMMENDATIONS

PERSONNEL

Discussion.

The basic functions of the Personnel Division are essential to an institution of higher education such as the Virginia Community College System. Other than some fine-tuning, no major changes in the Personnel Division appear to be indicated.

The major criticisms that have been voiced relating to the functions of this division with respect to classified employees seem to relate to the feeling that the colleges should have the authority to classify their own classified positions. Under State Personnel policies that is not possible. The real issue should be whether it is better to have limited classification authority at the VCCS System Offices or for all personnel classifications to be done by the Department of Personnel and Training. (See Reference A, memorandum from Mr. R. L. Pugh of DPT regarding VCCS Classification and Compensation.) It appears that the benefits of the System Offices continuing to exercise limited classification authority far outweigh any costs or disadvantages associated with it.

Unless each college is to develop its own faculty rank and compensation policy, which is inconsistent with the present legal structure of the VCCS, it would appear that the present delegation of authority to the colleges with respect to faculty employment and compensation has gone as far as it can go.

Recommendations.

The functions and staff of the Personnel Division should be maintained at the present level.

The title of the Director should be changed to Director of Personnel and Affirmative Action to indicate appropriate emphasis on affirmative action matters.

The Director should report to the Deputy Chancellor.

REFERENCE A

REFERENCE A

COMMONWEALTH of VIRGINIA

Department of Personnel and Training

REGINA V. K. WILLIAMS
DIRECTOR

JAMES MONROE BUILDING
101 N. 14th STREET
RICHMOND, VIRGINIA 23219
(804) 225-2131

July 21, 1983

MEMORANDUM

TO: J. L. Wilkinson

FROM: L. R. Pugh

SUBJECT: VCCS Classification and Compensation

It has been brought to my attention that one aspect of several proposals concerning a restructuring of the role of the VCCS central office involves the elimination of the classification and compensation section.

Such a change would seem highly undesirable in that it would result in our having to deal directly with 23 additional institutions. The level of service we are now able to provide the VCCS would suffer. Also, the elimination of the VCCS classification and compensation section would require the termination of the Decentralization Agreement between DPT and the VCCS.

Obviously, the current arrangement in which the VCCS Classification and Compensation Section administers the "day to day" program among the various community colleges is most desirable and is compatible with the Decentralization Agreement.

I do not know the stage of development that this proposal has reached, but I think it is important that you be aware that it apparently is under serious consideration.

LRP/cea
cc: Eb Giesecke

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REFERENCE: The Report of The Governor's Task Force on Science and Technology in Virginia, Volume I, page 18-19 (partial), July 1983.

RECOMMENDATIONS

The Task Force recommendations are stated below in several categories. In each category the high priority recommendations are set forth first and are printed in bold type. More detailed statements may be found in the six committee reports in Volume Two

Vocational Training and Community Colleges

1. **Establish a comprehensive training policy in recognition that training and retraining of the work force is a long-term educational effort; assign priorities and delegate responsibilities to appropriate agencies.**
2. Re-examine current training programs, eliminate duplication and fragmentation, and assign research responsibilities as to trends, needs, and critical skills. Designate a coordinating authority to respond to new training needs as they arise.
3. Give attention to the impact of high technology on low and medium technology careers, identify and train workers with adaptable skills for prospective new jobs, and coordinate programs with business recruitment efforts of the Division of Industrial Development.
4. Expand the role of the Industrial Training Division in training for new and existing industry. Clarify its relationship to the Community College System and to the Division of Industrial Development, assigning it firmly to one or the other.
5. In the community colleges, accept as a principal responsibility addressing the needs of existing and emerging business. Update and evaluate programs to determine their continued usefulness. Give special attention to the unique needs of small businesses.
6. Provide fundamental competencies to students in vocational programs. The minimum preparation should include basic verbal and computational skills which promote job mobility by training for careers rather than merely the first job.
7. Give attention to staffing and equipment problems of vocational schools and community colleges. The use of portable equipment and the resources of industry should be fully explored.
8. Give attention to the training and placement needs of displaced workers. Establish model training programs; study the pilot program planned for September, 1983 in the Petersburg-Hopewell area.
9. Give attention to the special problems brought about by the high technology revolution as it affects disadvantaged and handicapped workers.
10. Expand the use of non-commercial television for training as well as other business purposes.

APPENDIX D

REFERENCE: The Report of the Governor's Task Force on Science and Technology in Virginia, Volume II, Pages 2-3 (Partial), July 1983

Vocational Training and Community Colleges

The committee views the proper training of non-professionals and of "displaced" workers as very important to both Virginia's citizens and industry. Specifically, we recommend that:

(7) The State establish a comprehensive training policy to include:

a) The relative importance of training various groups -- for example, programs for displaced workers compared to those for people just entering the workforce;

b) Delegation of training responsibilities based upon an analysis of the types of training needed, the best agencies to plan and execute the training, and the need to evaluate program effectiveness;

c) The geographical problem of matching job opportunities with the distribution of the workforce;

d) Recognition that training is not only a social service activity but also a long-term educational effort to maintain a knowledgeable and skilled workforce to meet the needs of industry, especially high-technology industry.

(8) Re-examine the State's job training programs, eliminate duplication and fragmentation, and designate specific policy and program responsibilities. Responsibility should be assigned for research on current and future labor markets and employment trends as well as an assessment of critical skills in the labor force. A coordinating authority should be identified to respond to training needs as they emerge.

(9) For those in low- and medium-technology careers, attention be paid to the impact of high-technology on jobs, training workers with adaptable skills transferable to emerging jobs and evolving traditional work. For high-technology industries, programs should identify prospective new jobs, and be aligned with recruitment efforts by the Division of Industrial Development.

(10) The Industrial Training Division be assigned an expanded role in training for new and existing industry in the State. The Division's administrative relationships to the Division of Industrial Development and the Community Colleges should be carefully examined, placing the Division firmly in one agency or the other.

(11) Community College programs provide priority attention to existing and emerging needs of business and industry. Service to both industry and the citizen workforce will require updating and evaluating programs to determine their effectiveness and continued usefulness.

(12) Community Colleges design programs for responding to the unique training needs of small businesses.

(13) Students in vocational programs be provided with the fundamental competencies needed to survive in a technological society. The minimum preparation for vocational education students should be upgraded to include basic verbal and computational skills which promote job mobility by training for careers rather than training for just the first job.

(14) Special attention be devoted to finding solutions to the staffing and equipment problems of vocational schools and Community Colleges. The use of portable equipment to minimize duplication and to make programs available throughout the State should be explored. In addition, the cooperative use of business and industry resources should be explored.

(15) Special attention be given to addressing the needs of displaced workers. Model training programs should be established. Policies should be established to provide assistance to dislocated workers through job placement and training strategies.

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8118 Math-Sciences Building
Los Angeles, California 90024